FINAL 2020/2021 INTEGRATED DEVELOPMENT PLAN REVIEW

ENDUMENI LOCAL MUNICIPALITY

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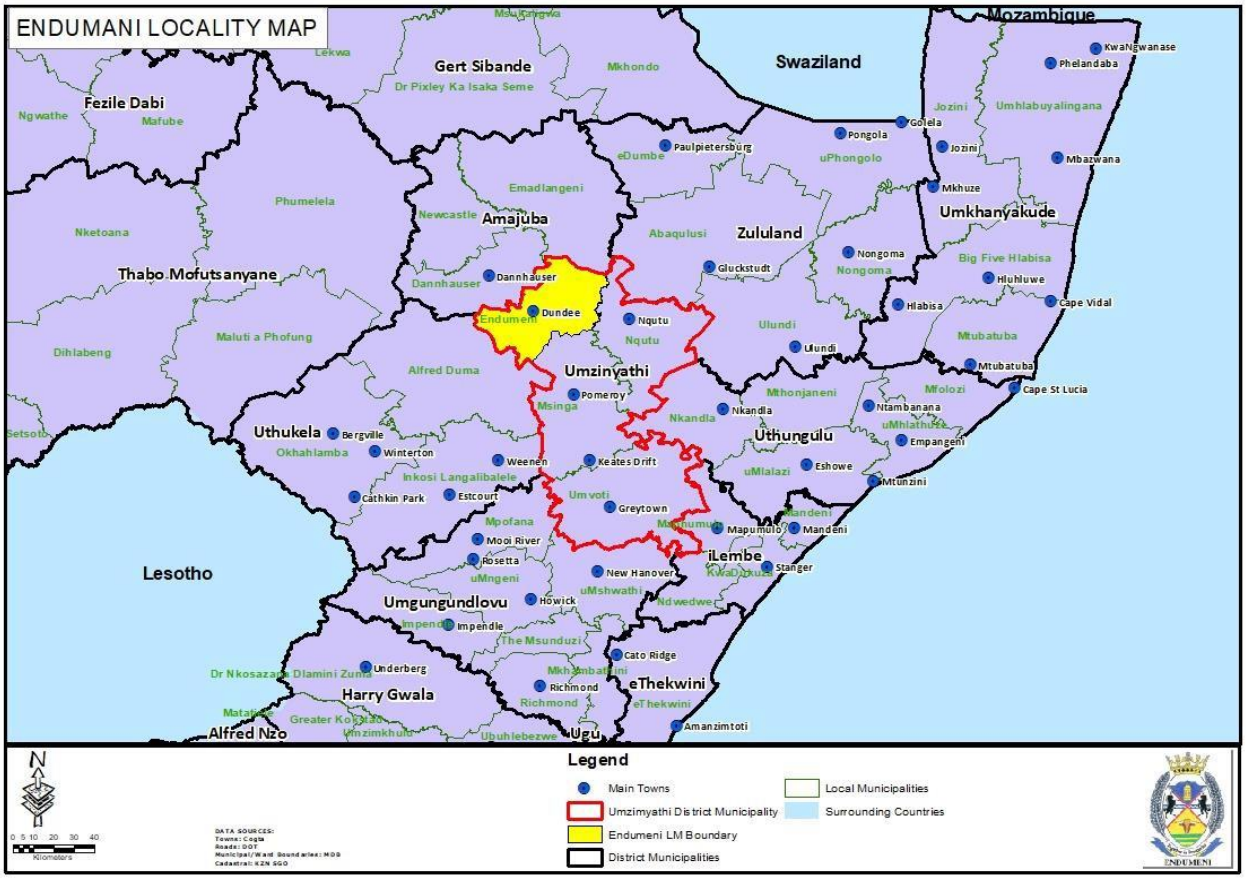
SECTION A: EXECUTIVE SUMMARY

1.WHO ARE WE?

Endumeni is one of the four Local Municipalities located within the District Municipality of Umzinyathi (i.e Nquthu, Msinga and uMvoti local municipality) within the valleys of the Biggarsberg Mountain Range with the two main towns of Dundee and Glencoe located at the base of the Indumeni Mountain.

Endumeni is located on the northern edge of the Umzinyathi District Municipality, and Umzinyathi District Municipality is located in the northern portion of KwaZulu-Natal and is bordered by the Amajuba District Municipality to the North, the Uthukela District Municipality to the South West, the Msinga Municipality to the South and Nquthu Local Municipality to the East. The municipality comprises seven wards.

Map 1: Locality of Endumeni



Source: Endumeni Municipality GIS 2020

Map 2: Location of Local Municipalities under Umzinyathi District Municipality

Source: Endumeni Municipality GIS 2020

1.1 OVERVIEW OF THE LOCAL MUNICIPALITIES

From the Context Map depicted above it confirms that Endumeni municipal area is one of four local municipalities which are part of Umzinyathi District Municipality. The local municipalities comprising the District includes: Endumeni Local Municipality (KZ 241); Nquthu Local Municipality (KZ 242); Msinga Local Municipality (KZ 244) & uMvoti Local Municipality (KZ 245).

Table 1 : Overview of the Local Municipalities

Municipal Logo	Municipal Name	Municipal Characteristics
	Endumeni	This municipality is unique, its population is predominantly urbanised or based on commercial farms and unlike the other local municipalities, there is no tribal authority land. The main town is the Commercial centre, which is Dundee; it has most diversified economy, commercial cattle farming and dairy production and is the centre of the Battlefields tourist region.
	Nquthu	This municipality is typically rural and largely tribal authority where the population is largely previously disadvantaged and relatively dispersed and where services are scarce and often at rudimentary levels. The main town is Nquthu and subsistence agriculture is the main activity in the area.
	Msinga	Owing to its rugged terrain Msinga's population is relatively dispersed and where services exist they are concentrated along road infrastructure and water sources such as the Tugela River. The main towns are Pomorey and Tugela Ferry, it's the rural region with subsistence farming.

	Umvoti	This local municipality comprises of urban areas, commercial agricultural areas and tribal authority areas all of which exhibit typical characteristics associated with these settlement types. Service levels in urban areas are high except for informal areas, in commercial agricultural areas they are relatively high as farmers provide their own services and in tribal authority areas they are low to moderate.

1.2DEMOGRAPHIC PROFILE:

The Endumeni Municipality (KZ 241) comprises the towns of Dundee, Glencoe and Wasbank, together with a number of farms astride MR 33, MR 68 and DR 602. It should be noted that no Ingonyama Trust land is located within the Municipal Area. The population of the Local Authority area, as determined in the 2011 census, was 64862 people, of which 54449 (84%) were of African origin.

The comparative population figures by Endumeni Local Municipality for 2001 and 2016 are depicted in Table 2 below. This information indicates that the local municipality experienced a strong increase in population growth. This can be attributed to Endumeni Municipality as being one of the major economic centres of the district.

Table 2: Endumeni Local Municipality Comparative population and households figures for Census 2011 and CSS 2016

Municipality	Census 2011			CSS 2016		
	Population	%	Households	N	%	Households
Endumeni	64 862	12.7	16,852	76639	13.8	21134

Source : 1. Statistics SA, Census 2011

2. Statistics SA, CSS 2016

1.3WARDS AND TRADITIONAL AUTHORITIES

The municipal area consists of 7 wards. Within those wards there are no tribal authorities. The population of Endumeni is in an area that covers 1,612km2 in extent, 55km wide from north-east to south-west on the R33/R602 and 30km on the R33/R621 south-east to north-west. Urban settlement is concentrated within the Dundee/Sibongile, Glencoe/Sithembile and Wasbank nodes. The balance of settlement is located either on the commercial farms or within a limited number of small rural settlements i.e. KwaTelaphi, Burnside, Malonjeni, Tayside, Vechtkop and Uithoek.

1.4ECONOMIC PROFILE

The key economic sectors in terms of the 2011 Census within Endumeni is as follows:

ECONOMIC SECTOR	GDP CONTRIBUTION
Trade	**- 13,64%**
Private household/domestic workers	**- 13,49%**
Farming	**- 9,57%**
Manufacturing	**- 7,39%**
Business Services	**- 4,93%**
Construction	**- 4,5%**
Transport	**- 4,48%**
Social Services	**- 2,16%**
Mining	**- 1,47%; and**
Utilities	**- 1,03%**

(Source: Statistics South Africa)

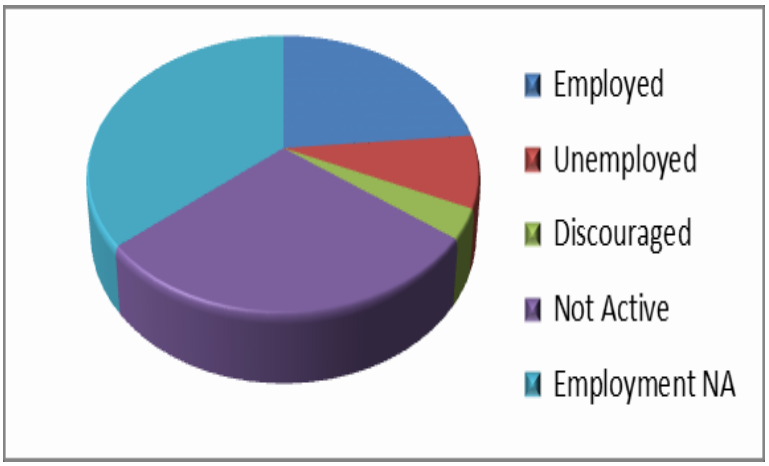
1.4.1 ECONOMICALLY ACTIVE POPULATION

The Global Insight data indicates that in 2010 the economically active population (EAP) for the Endumeni represented 18.9% which was an improvement on the 17.9% in 1996. The Asian community proved to be more economically active at 30% as compared to other racial groups.

The 2010 EAP figures represented some 5 237 females and some 5 985 males. The EAP rate peaked in 2005 at 21.1%.

Statistics South Africa suggest that, the number of economically inactive population has now increased to 18 444 from 12 039 in 2007. The rate of the unemployed has decreased from 6964 in 2007 to 5 466 in 2011.

(Source: Statistics South Africa)



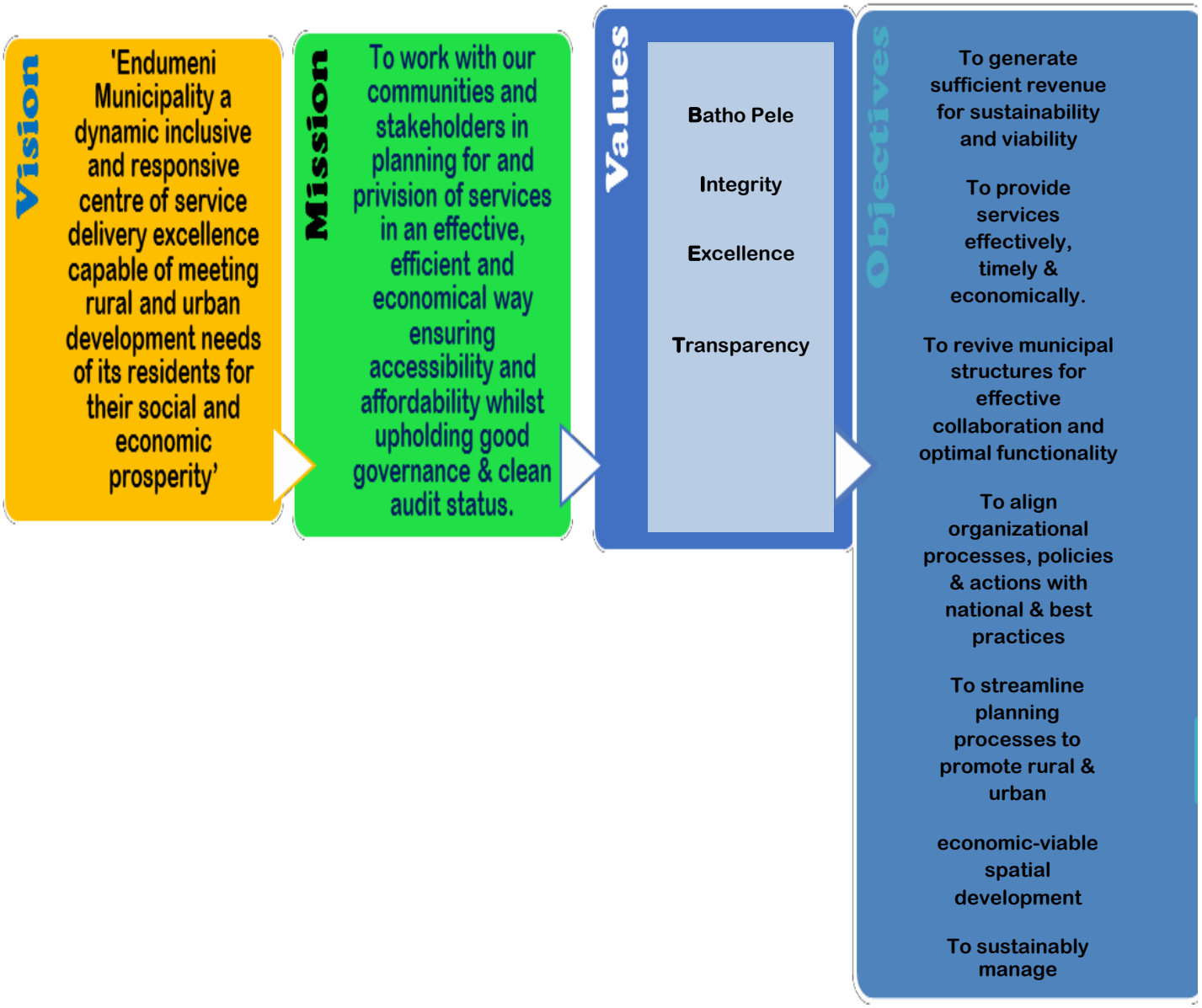
EMPLOYMENT STATUS	
Employed	15227
Unemployed	5466
Discouraged	2222
Not Active	18444
Employment NA	23503

1.5LONG-TERM VISION

The newly established municipality following the 2016 Local government Elections has crafted the following long-term vision, mission, values, strategic objectives and strategic priorities for the next five years as provided for below. The new Vision reads as follows:

'ENDUMENI MUNICIPALITY A DYNAMIC INCLUSIVE AND RESPONSIVE CENTRE OF SERVICE DELIVERY EXCELLENCE CAPABLE OF MEETING RURAL AND URBAN DEVELOPMENT NEEDS OF ITS RESIDENTS FOR THEIR SOCIAL AND ECONOMIC PROSPERITY'

The municipality will achieve this vision through the strategic mapping that is aligned with the 6 national KPI's as presented in the following diagram for ease of reference:


Vision
'Endumeni Municipality a dynamic inclusive and responsive centre of service delivery excellence capable of meeting rural and urban development needs of its residents for their social and economic prosperity'
Mission
To work with our communities and stakeholders in planning for and privision of services in an effective, efficient and economical way ensuring accessibility and affordability whilst upholding good governance & clean audit status.
Values
Batho Pele
Integrity
Excellence
Transparency
Objectives
To generate sufficient revenue for sustainability and viability
To provide services effectively, timely & economically.
To revive municipal structures for effective collaboration and optimal functionality
To align organizational processes, policies & actions with national & best practices
To streamline planning processes to promote rural & urban
economic-viable spatial development
To sustainably manage

1.6IDP DEVELOPMENT PROCESS, PHASES & KEY TIME-FRAMES

The development of the IDP involved engagement of various stakeholders. This is well documented in the Process Plan, which is annexed in the IDP. The following is a summary of key activities of the process:

The Strategic Review of the contents of the 2019/20 IDP; Addressing MEC Comments;

2018/19 AG Report

The identification of sector plans; Alignment of IDP/PMS and Budget process;

Alignment with sector departments and service providers; Integrating IDP and Sector Plans with the resource framework; The review of Spatial Development Framework;

The review of three-year financial plan to develop five-year strategic financial plan; The development of Service Delivery and Budget Implementation Plan; and

The preparation of the IDP.

The following phases regarding the development and adoption of the 2020/21 IDP were adhered to:

Phase	Activity	Operational Activity	Completion Date	Budget
Phase 1	Preparing for IDP Review • To clearly set out the approach and activities to be undertaken in executing the project; and • To ensure the support and buy-in of all key stakeholders.	• Draft 2020/21 Process Plan submitted to the Department of Co-operative Governance and Traditional Affairs for assessment purposes; • Final 2020/21 Process Plan submitted to the Department of Co-operative	**July 2019** **August 2019**	**R0.00**

		Governance and Traditional Affairs for consideration.		
Phase 2	Gathering of Information and Public Participation • To collect all relevant information that will inform the assessment of the IDP and its implementation; and • To identify the implications and impact for the IDP.	• First IDP Rep Forum meeting convened; • Draft consolidated data of the situational analysis, programmes and projects; and • Consultative Meetings in all seven wards	**September 2019**	**R100 000.00**
Phase 3	Assessment and Evaluation of Information • To revise identified sections of the IDP document; • To prepare revised priority project lists; and • To inform the municipal budget.	• Holding of the Strategic Planning Session, to serve as a framework for the 2020/21 IDP Review and Budget; • Draft 2020/21 IDP Review, Performance Management System and Organogram approved by Council, and	**December 2019** **March 2020**	**R50 000.00**

		submitted to the Department of Co-operative Governance and Traditional Affairs, Provincial Treasury and National Treasury for assessment purposes.		
Phase 4	Adoption of Revised IDP Adoption of the 2020/21 IDP Review, Performance Management System and Organogram by Council.	• Draft 2020/21 IDP Review advertised, as required in terms of Section 25(4) of the Municipal Systems Act No. 32 of 2000; • Public Engagements held in one ward as required in terms of Chapter 4 of the Municipal Systems Act (No 32 of 2000; • Final 2020/21 IDP review, Performance Management System, Organogram adopted by Council. • Final 2020/21 IDP review, Performance Management System, Organogram	**March 2020** **April 2020** **May 2020**	**R50 000.00**

		submitted to COGTA, Provincial Treasury and National Treasury for consideration; and • Advertisements of the Final 2020/21 IDP.		
TOTAL COST				**R200 000.00**

1.6.1 2020/21 IDP, BUDGET AND PMS PROCESS AND PROGRAMME

The 2020/21 IDP Process and Framework Plan was presented and approved by Council in August 2019, and subsequently submitted to the Department of Co-operative Governance and Traditional Affairs (See Annexure N)

1.4.2 KEY BRAOD CHALLENGES FACING THE MUNICIPALITY

Following a process of a strategic planning session that was conducted during February 2020 and from the public engagement processes during the compilation of the IDP for 2020/21 and beyond the following sets of challenges per KPA were identified:

1.6.2 IDP IMPROVEMENTS

The municipality has implemented strategic actions aiming at improving delivery are the key performance areas that underpin "a credible IDP". In this context, preliminary assessment process, each national KPA is briefly addressed in turn in this executive summary as called for in the March IDP review process.

The municipality then went a step further by highlighting the "matters" raised by the MEC of Cooperative Government and Traditional Affairs (COGTA) by then identify "action to be taken" as follows.

The Endumeni Municipality is using the back to basics programme to gauge the challenges raised. The back to basics programme aims to:

- Improve municipal procurement and infrastructure;
- The need to put people (citizens) first to restore confidence in Local Government The need for the introduction of fraud and corruption measures;
- The need to promote sound financial management through measures in place to mitigate electricity loss;

- In the final 2019/20 IDP, the municipality will be implementing the Cabinet Legkotla Resolution in terms of Batho Pele
- Principles: Revision of IDP Framework, incorporating Batho Pele (Section B, 7.1.2)
- Incorporation of Batho Pele Policy and procedure Manual Service Delivery Charter
- Service Delivery Implementation Plan
- Enhance monitoring of Batho Pele principles and monitor their implementation at Local Government level
- Integrate Batho Pele with the Integrated Development plan and Performance Management System (IDP/PMS) reporting Introducing a new approach to service delivery that puts people at the Centre of planning when delivering services
- Improving the image of public service (How customers view us)

In the final 2020/21 IDP has reflected on the status of the following sector plans as they were also highlighted by the MEC in the 2019/20 comments. These Sector plans has been aligned to the 5th generation IDP's. Below are the Sector Plans that have been included in the strategic document:

- Operations & Maintenance Management Plan Electricity Sector Plan, Integrated Waste Management Plan (IWMP) Pavement Management System (PMS) Consolidated Infrastructure Plan
- Human Settlement Sector Plan
- Spatial Development Framework Wall to Wall Land Use Scheme Human Resource Strategy
- LED strategy

1.7 2019/20 MEC COMMENTS

The municipality submitted the final 2019/20 IDP on 30 June 2018. It was assessed by the MEC and there were comments that were received for implementation in the 2019/20 IDP. The issues raised are as per the attached Annexure S.

The municipality has since developed an action plan addressing the 2019/20MEC comments. This action plan will **form part** of the 5th Generation IDP. The comments are based on the 6 National KPA's and their appearance in the IDP:

Action Plan developed to address the MEC Comments 2019/20, it is included as an action plan that was developed at 2020/21 strategic Planning Session

1.8ENDUMENI PERFORMANCE MANAGEMENT SYSTEMS (PMS)

Performance Management is a strategic approach to management, which equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. Chapter 6: of the Municipal Systems Act (No. 32 of 2000) requires municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based on indicators linked to their IDP;
- Publish an annual report on performance for the organization, staff, the public and other spheres of government; Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government; Have their annual performance report audited by the Auditor-General; and
- Involve the community in setting indicators and targets and reviewing municipal performance. In addition, the 2001: Municipal Planning and Performance Regulations states that:
- Performance Management System must entail a Framework that describes and represent how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;
- Performance Management System must inter alia comply with the requirements of the Systems Act, relates to the municipality's employee performance management processes and be linked to the municipality's ID Endumeni Local Municipality is in the process of reviewing its 2018/19 Organizational Performance System as required in terms of Chapter 6 of the Municipal Systems Act,32 of 2000. The documents which are being developed as part of the process are as follows and consideration is currently being given to the conversion to an electronic system:
- Implementation Plan
- Organizational and Departmental Score Cards PMS Framework
- Individual Performance plans Individual Performance Agreements

The Organizational and Departmental scorecards contain strategies in line with SALGA guidelines and are further compliant with the Provincial Growth and Development Strategy. It has been recommended that the Performance Plans that have been developed for Section 57 Managers be made applicable and be cascaded to all employees. However, to date Endumeni Municipality Performance Management System has been refined to include a system of individual staff appraisals as contemplated per section 67 of the Municipal Systems Act.

The municipality is in the process of cascading PMS to all other levels of the organization. Given the fact that the performance of a municipality is integrally linked to that of staff, it is therefore important to link organizational performance to individual performance and to manage both

at the same time, but separately. In this way all employees are working towards a common goal. It is however the responsibility of the employer, to create an environment, which the employees can deliver the objectives and the targets set for them in their performance plans and job descriptions. The SDBIP gives effect to IDP and budget. The budget gives effect to the strategic priorities. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of- year targets and implementing the budget. The SDBIP measures the operational plan, whilst the PMS measures performance at a strategic level. The SDBIP and the PMS provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance.

1.9INDIVIDUAL PERFORMANCE AGREEMENTS

These Performance Agreements define the municipality's performance expectations of all employees.

1.9.1 WORK PLANS

This is Integral part of the Performance Agreement and informed by institutional outputs and targets as captured in the municipality's IDP and SDBIP.

1.9.2 PERFORMANCE REVIEWS

To be conducted on a quarterly basis and will culminate into an annual performance appraisal.

1.9.3 PERFORMANCE EVALUATION SYSTEM

Employees will be assessed on the extent to which objectives under each KPA have been achieved A score of 1 to 5 should be allocated to each KPA (depending on extent to which the objectives have been achieved).

1.9.4 PERFORMANCE BONUS

Performance bonuses will be paid in recognition of employee outstanding performance in terms of their respective performance reward and incentive policies. Such bonuses will only be paid to employees that completed an assessment period of 12 months.

1.9.5 CHALLENGES IN IMPLEMENTING PERFORMANCE MANAGEMENT

The performance management challenge in organizations has many dimensions in today's environment and creating focused initiatives to overcome these challenges is not a silver bullet approach.

In many cases remuneration schemes are driving the performance system, which creates a number on long term consequences in organizational behaviour and culture.

In other cases, senior management are so focused on scorecard management to hold people accountable that the creation of the scorecard is not aligned with key performance areas, but rather a number of deliverable projects and tasks.

Bring in the Gaps identified by AG and Internal Auditors

In the 2019/20 financial year the municipality will intensify its efforts towards cascading PMS beyond Section 54 and Managers as it was the case in the current financial year, but to include all other levels throughout the organization.

1.10 FIVE YEAR ACTION PLAN

Basic to five-year action programme are the projects which have been reviewed and are shown in Section E. The process of reviewing, revising and updating the 2020/19 IDP Projects Table was coordinated internally by the Municipality. A series of meetings were convened both individually and collectively with the various line-function Departments within the Municipality, as well as with the key Sector Departments, and ward committees in order to identify projects that accord with the Municipality's Vision. This resulted in the compilation of a comprehensive schedule of proposed projects as shown in Section F. The inputs from the Consultative Sessions conducted during the month of November 2019 have also been incorporated as far as possible in this regard.

1.11 MEASURING & MONITORING PROGRESS

PMS cannot be implemented or transplanted directly from another municipality or copied from a text book or taken from the shelf. Each municipality is unique due to the ever-changing environment in which they operate. Therefore, when developing and implementing a PMS, it is essential that this intervention is properly understood and tested, before implementation, in order to facilitate effective performance. No PMS operates in isolation as it is a systems wide intervention which ensures control in the ultimate achievement of vision/mission, strategic objectives and goals. It is therefore important that the municipality takes ownership and "grows" into its own PMS. It is important to note that a PMS is dynamic and will change and develop over time to reflect the unique features and institutional dynamics of the municipality. The municipal environment is no exception to this phenomenon and this policy framework lends itself to improvement and positive changes with even more focused alignment to its objectives and performance levels.

With regard to the measuring and monitoring progress in implementation of the IDP and Budget, Endumeni Local Municipality has once again engaged in the **process o**f reviewing and compiling the Service Delivery Budget & Implementation Plan for 2020/21 which will serve

as a monitoring tool to assist the Mayor, the municipal manager, senior managers; staff; strategic partners and the community at large in evaluating the performance of the Municipality. As far as possible the 2020/21 SDIBIP attempted to translate the 2020/2021 IDP and Budget in specific actionable objectives; strategies and key performance indicators. This will generally allow for a situation where early detection of poor performance, and measures to mitigate poor performance can easily be established.

Although generally the focus for service delivery performance is associated with the Key Performance Area of Basic Services & infrastructures which involves the delivery of prioritized capital physical projects at ward and community level, however the benefit of the implementation of the PMS system through the SDIBIP is to ensure that the performance of the Endumeni Local Municipality in its totality is monitored, by equally monitoring and evaluating all six legislated Key Performance Areas of a Municipality including the following:

- Cross-Cutting Interventions
- Basic Service Delivery & Infrastructure
- Good Governance and Public Participation
- Municipal Transformation and Institutional
- Development Local Economic Development (LED)
- Financial Viability and Management

1.11.1 MUNICIPAL GOALS, OBJECTIVES & CHALLENGES

Municipal goal is to ensure that all community members within Endumeni have access to basic services. This can be achieved by ensuring that the Key Performance Areas are implemented effectively and efficiently. The following table highlights the municipal priority objectives aligned to the KZN KPAs and demonstrate how they will be measured:

GOALS	OBJECTIVE	CHALLENGES AND HOW THEY WILL BE
KPA1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT		
Improve organizational cohesion and effectiveness	Adhering to the Municipal Adopted Policies	**Date PMS Framework/Policy reviewed and adopted Date organizational structure reviewed and adopted** **% of critical identified posts filled by 30 June 2019** **No. of people form employment equity target groups employed in the three highest levels of management in compliance with approved employment equity plan** **Date Work Skills Development Plan adopted Date to review and adopt HR Strategy** **Date 2018/19 Annual Report adopted Date all HR policies reviewed** **% of litigation cases resolved** **Date the Communication framework/strategy adopted** **Number of Special Programmes implemented within the Local Municipality** **No. of B2B Quarterly Performance Reports and Support Plan submitted to Cogta**
GOALS	**OBJECTIVE**	**CHALLENGES AND HOW THEY WILL BE MEASURED**
KPA 2: BASIC SERVICE DELIVERY		

Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	**Improve Basic services delivery**	**% of MIG Expenditure by 30 June 2020** **Number (and percentage) of existing consumer units with access to electricity Number (and percentage) of new consumer units with access to electricity** **Number (and percentage) of existing consumer units with access to refuse removal at least once per week Number (and percentage) of new consumer units with access to refuse removal at least once per week Date the Reviewed Indigent Register Adopted By Council** **Number of new housing units constructed per annum Number of municipal facilities maintained per annum**

Number of KM of tarred road reconstructed per annum		
GOALS	**OBJECTIVE (S)**	**CHALLENGES AND HOW THEY WILL BE MEASURED**
KPA 3: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT		
Create an environment that promotes the development of the local economy and facilitate job creation	Implement LED Strategy and address the MEC comments.	**Date the Reviewed LED Strategy adopted Number of EPWP jobs created per annum Number CWP jobs created per annum Number of LED jobs within the Municipality created per Annum Through Capital projects Number of SMME's Supported through the municipal SCM Processes per annum** **Date the Annual Mayoral Business Engagement Session convened per annum Number of Business Inspections Conducted** **Date the Annual Operational Grant transferred** **to Dundee Tourism Date the Informal Economy Policy Adopted by Council** **Date the Informal Economy Trading Facilities Erected** **Date the Annual Endumeni Small Business Week Event Held** **Number of Endumeni LED Technical Support Implementation Reports Adopted by Council Number of LED Forum Functional**
GOALS	**OBJECTIVE (S)**	**CHALLENGES AND HOW THEY WILL BE MEASURED**
KPA 4: MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT		

To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems		**Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)** **Percentage operating revenue budget implementation (actual operating expenditure/budget operating revenue x 100)** **Percentage service charges and property rates revenue budget implementation (actual service charges and property rates revenue/budget service charges and property rates revenue x 100)** **Asset register updated on a monthly basis and report submitted to the MM** **Review and implementation of debt collection policies, systems and by-laws submitted to ExCo**
GOALS	**OBJECTIVE (S)**	**CHALLENGES AND HOW THEY WILL BE MEASURED**
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION		

Promote a culture of participatory and good governance		**Number of ward meetings held per ward per annum** **Number of Audit/ Performance Audit meetings held per annum Date all Performance Plan and Agreements with Senior Managers Date the Annual report submitted to Cogta** **Number of Quarterly Performance Reports submitted to Council per annum Number of Quarterly Performance Assessments Conducted per annum Number of SDF/IDP/Budget Consultative Sessions Conducted per annum Number of B2B Support Plans and Reports Submitted to Cogta** **Date unqualified audit report from AG with no matters obtained**

		Date the Mid-Yeat Term Performance Report adopted by Council Number of Updated Quarterly Risk Register adopted by Council Number of MPAC meetings held per annum Number of quarterly reports submitted for the progress made with the reporting process in terms of the MFMA Percentage of complaints addressed Number of Traffic regulations compliance Reports submitted per annum Number of IGR Forum Meetings attended per annum Number of Portfolio Committee Meetings held per annum Number of EXCO Meetings Held per Annum Number of Council Meetings Held per Annum Number of To Management Committee Meetings held per Annum Number of Departmental Meetings Held per annum Number of Labour Forum Meetings held per annum Number of Employment Equity Forum/Committee Meetings held per annum Number of Risk Management Committee Meetings Held per annum Number of LED Forum Meetings held per Annum Number of IDP Steering Committee Meetings Held per annum Number of IDP Representative Forum Meetings Held per annum Number of ICT Steering Committee Meetings Held per

GOALS	OBJECTIVE (S)	CHALLENGES AND HOW THEY WILL BE MEASURED
KPA 6: CROSS CUTTING INTERVENTIONS		
Effective Spatial Planning, Land Use Management, Environmental Planning & Management; Disaster Management and Building Control and Compliance		Date the reviewed bylaws adopted by Council % IDP credibility ranking achieved Date the PMS Framework Plan adopted by Council Date the Annual Strategic Planning Session conducted Date the reviewed IDP & Sector Plans adopted by Council Number of Quarterly SPLUMA Applications Register submitted to Council per annum Date the Reviewed Spatial Development Framework Adopted by Council Date the Reviewed Land Disposal Policy adopted by Council Number of Quarterly GIS Functionality Reports submitted to Council per annum Date the GIS Policy adopted by Council Date the Reviewed Disaster Management Plan Adopted by Council Date the Annual Supplementary Valuation Roll adopted by Council Number of Quarterly Land Audit Reports Submitted to Council

		Date the Rural Nodal Plan adopted by Council Date the Strategic Environmental Assessment (SEA) Report adopted by Council Date the Inclusive Gap Human Settlement Feasibility Study Report adopted by Council Date the targeted Municipal Farms fenced per annum Number of Municipal Lease Register Submitted to Council Number of Building Control and Enforcement Reports submitted Date the Reviewed Integrated Waste Management Plan adopted by Council Date the Reviewed Wall to Wall Land Use Scheme adopted by Council

SECTION B: PLANNING & DEVELOPMENT PRINCIPLES

1. INTRODUCTION & BACKGROUND

The Integrated Development Planning (IDP) is a **process** through which municipalities prepare a strategic development plan, for a five-year period. The Integrated Development Plan (IDP) is a **product** of the integrated development planning process. The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality. All municipalities (i.e. Metros, District Municipalities and Local Municipalities) have to undertake an integrated development planning process to produce integrated development plans (IDPs), as the IDP is a legislative requirement and its legal status supersedes all other plans that guide development at local government level.

1.1 LEGISLATIVE FRAMEWORK

Constitution of the Republic of South Africa, Act 108 of 1996

Section 152, 153 and 195 of the Constitution compels municipalities to perform specific duties and in a certain way including:

Provide a democratic and accountable government for local communities

Ensure a provision of services to communities in a sustainable manner Promote social and economic development

Promote a safe and healthy environment

To encourage the involvement of communities and community organizations in the matters of local government

Municipal Systems Act (No. 32 of 2000)

According to Chapter 5, Section 32 of the Municipal Systems Act of 2000, all municipalities (i.e. Metros, District Municipalities and Local Municipalities) are required to undertake an integrated development planning process to produce Integrated Development Plans (IDPs). A credible IDP is a single, inclusive strategic plan for the municipality that:

- is based on up to date and accurate statistics and empirical data that can inform strategic decision making;
- integrates, co-ordinates and facilitates service delivery, local economic development and wise land use management within the municipal area of jurisdiction;
- forms the general basis on which annual budgets are developed;
- aligns the resources and capacity of the municipality with the implementation of the plan; and

- assists a municipality in fulfilling its constitutional mandate as developmental local government; and facilitates the processes sustainability through vigorous public participation.

Chapter 5, Section 34 of the Municipal Systems Act (No 32 of 2000), requires municipalities to review their IDP's on annual basis to address amongst others but not limited to:

Comments from the MEC for Co-operative Governance need to be considered as part of the IDP preparation process; Consider new Council priorities; New policies (e.g National Development Plan, Provincial Growth and Development Strategy, Growth Path Municipal Structures Act (No. 117 of 1998)

The Municipal Structures Act No 117 of 1998 makes provision for the powers and functions between the districts and local municipalities. It mandates district wide functions to the district municipalities and critical day to day functions to the local municipalities.

Municipal Finance Management Act (MFMA), (No.56 of 2003)

The annual Budget and the IDP have to be linked to one another and that has been formalized through the promulgation of the Municipal Finance Management Act (2004).Chapter 4 and Section 21 (1) of the Municipal Finance Management Act indicates that at least 10 months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for:

- The preparation, tabling and approval of the annual Budget; The annual review of:
- The integrated development plan in terms of Section 34 of the Municipal Systems Act, and The Budget related policies
- The tabling and adoption of any amendments to the integrated development plan and budget related policies,
- The consultative processes forming part of the processes referred to in subparagraphs (a), (b) and (c).
- The Disaster Management Act No 53 of 2002

The Disaster Management Act No 53 of 2002, Section 25 requires that each municipality must, within the applicable municipal disaster management framework:

- Prepare a disaster management plan for its area according to the circumstances prevailing in the area;
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; regularly review and update its plan: and through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.
- A disaster management plan for a municipal area must-
- Form an integral part of the municipality's integrated development plan;

- Anticipate the types of disaster that are likely to occur in the municipal area and their possible effects; place emphasis on measures that reduce the vulnerability of disaster-prone areas,
- Seek to develop a system of incentives that will promote disaster management in the municipality; identify the areas, communities or households at risk;
- Take into account indigenous knowledge relating to disaster management; promote disaster management research;
- Identify and address weaknesses in capacity to deal with possible disasters;
- Provide for appropriate prevention and mitigation strategies;
- Contain contingency plans and emergency procedures in the event of a disaster,
- A district municipality and the local municipalities within the area of the district municipality must prepare their disaster management plans after consulting each other.
- A municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Centre, the disaster management centre of the relevant province, and, if it is a district municipality or a local municipality, to every municipal disaster management centre within the area of the district municipality concerned.
- Local Government: Municipal Planning & Performance Management Regulations, 2001. In 2001, the Municipal Planning and Performance Management Regulations were issued to further provide guidelines and clarity on the issues of IDP and PMS.
- The Municipal Planning and Performance Management Regulations provide details on the requirements of the IDP and Performance Management System.
- Summarily, it is important to indicate this draft 2019/2020 IDP has to a greater extent been accordingly compiled and adopted in accordance with the provisions of the above described legislative frameworks and we are very much confident that the final IDP is not just legally compliant but more importantly presents itself as a credible plan that will continue to guide and direct the development agenda of Endumeni Local Municipality up to the year 2022 and beyond.

1.2 ALIGNMENT WITH PROVINCIAL AND NATIONAL POLICIES

1.2.1 MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

The 2014-2019 MTSF focuses on the following priorities:

- Radical Economic transformation, rapid economic growth and job creation; Rural Development, land and agrarian reform and food security;
- Ensuring access to adequate human settlements and quality basic services Improving the quality of education & training;
- Ensuring quality health care and social security for all citizens; Fighting corruption and crime; and
- Contributing to a better Africa and a better world Social Cohesion and nation building.

1.2.2 THE NATIONAL 14 OUTCOMES

Outcome 1: Improved quality of basic education

Outcome 2: A long and healthy life for all South Africans

Outcome 3: All people in South Africa are protected and feel free

Outcome 4: Decent employment through inclusive economic growth

Outcome 5: A skilled and capable workforce to support inclusive growth

Outcome 6: An efficient, competitive and responsive economic infrastructure network.

Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all

Outcome 8: Sustainable Human Settlements for and improved quality of household life

Outcome 9: A responsive, accountable, effective and efficient Local Government

Outcome 10: Environmental Assets and natural resources that are well protected and continually enhanced

Outcome 11: A better South Africa, a better safer Africa and world

Outcome 12: A development orientated public service and inclusive citizenship

Outcome 13: An inclusive and responsive social protection system

Outcome 14: Nation building and Social cohesion

1.3 SPATIAL PLANNING AND LAND USE MANAGENEMENT ACT NO. 16 OF 2013 (SPLUMA)

1.3.1 DEVELOPMENT PRINCIPLES

The Sustainable Development Goals (SDGs)

"The concept of a developmental state – which applies both to the country and the province is rooted in the Millennium Development Goals (MDGs) adopted by the United Nations. Indeed both the national and provincial government's development strategies and interventions should be viewed in the context of, and measured against, these international development goals which apply to all countries across the globe**.** The MDGs which need to be achieved by 2015 are:

- Eradication of extreme poverty and hunger
- Halve the proportion of people with less than R6.00 per day
- Reduce by half the proportion of people who suffer from
- hunger Achievement of universal primary education
- Ensure that all boys and girls complete a full course of primary schooling Promotion of gender equality and empowerment of women
- Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015
- Reduction in child mortality
- Reduce by two thirds the mortality rate among children under five Improvement of maternal health
- Reduce by three quarters the maternal mortality ratio Combating HIV/AIDS, malaria and other disease
- Halt and begin to reverse the spread of HIV/AIDS
- Halt and begin to reverse the incidence of malaria and other major diseases Ensuring environmental sustainability
- Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources Reduce by half the proportion of people without sustainable access to safe drinking water
- Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020
- Developing a global partnership for development
- Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory, includes a commitment to good governance, development and poverty reduction— Nationally and Internationally
- In cooperation with the developing countries, develop decent and productive work for youth
- In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries

- In cooperation with the private sector, make available the benefits of new technologies espially information and communication technologies

1.4 THE NATIONAL DEVELOPMENT PLAN: VISION 2030

The National Development Plan has been prepared by the National Planning Commission, which was appointed by the President and it is not a government department. The purpose of the National Planning Commission serves to advice government on issues impacting long term development. The National Development Plan has a vision and targets to be achieved from now till 2030.

The National Development Plan is a step in the process of charting new path for the country. By 2030, the plan seeks to eliminate poverty and reduce in quality and create employment and it serves to change the life chances of millions of the people. The National Development Plan mainly seeks to address the following main challenges:

- Too few people work;
- The standard of education for most black learners is of poor quality; Infrastructure is of poor quality and under maintained;
- South Africa remains a divided society;
- Corruption is wide spread; and
- Public services are uneven and often of poor quality.

The 2030 targets which are aimed to be achieved by the National Development Plan are as follows:

- Economy and employment
- Reducing unemployment rate by 20% in 2011 to 14% by 2020, and 6% by 2030;
- creation of 11 million jobs by 2030;
- Economic Infrastructure
- People with access to electricity should rise from 70% in 2010, to 95% by 2030;
- Transition to a low carbon economy
- Reducing of green gas emissions by 2025; Inclusive rural economy
- An additional of 643 000 direct jobs and 326 000 indirect jobs in agriculture, agro – processing and related sectors by 2030; Education, training and innovation
- 80% of the schools and learners to achieve 50% and above in literacy, mathematics and science in grades 3, 6 and 9.
- Improve education and training graduation rate to 75% by 2030;
- Health care for all
- Under 20 age group should largely be an HIV free generation Social protection
- Number of public works jobs should rise from the present level to about 1 million in 2015, and then to about 2 million by 2030;
- Building safer communities
- In 2030; people living in South Africa feel safe and have no fear of crime;
- Fighting corruption and enhancing accountability a corruption free society and high adherence to ethics and government accountable to its people

- Transforming society and uniting the country Living society where opportunities are not being determined by race and birth right, seek a united, prosperous and non – racial society

1.4.1 THE REVISED PROVINCIAL GROWTH & DEVELOPMENT STRATEGY

Table: Alignment of the Provincial Growth and Development Strategy to the municipal sectors

The Vision Statement is:

"By 2035 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living indignity and harmony, acting as a gateway to Africa and the World."

The Mission Statement is:

By 2035, the PROVINCE OF KWAZULU-NATAL should have maximized its position as a gateway to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment.

Abject poverty, inequality, unemployment and the current disease burden should be history, basic services must have reached all of its people, domestic and foreign investors are attracted by world class infrastructure and a skilled labour force.

The people will have options on where and how they opt to live, work and play, where the principle of putting people first, living together in dignity and harmony, and where leadership, partnership and prosperity in action, has become a normal way of life.

1.4.2 THE REVISED 2016 KZN PGDS CONTINUES TO:

- Be the primary growth and development strategy for KwaZulu-Natal, but now to 2035;
- Mobilise and synchronise strategic plans and investment priorities in all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners, in order to achieve the desired growth and development goals, objectives and outcomes;
- Spatially contextualize and priorities interventions so as to achieve greater spatial equity;
- Guide clearly defined institutional arrangements that ensure decisive and effective leadership, robust management, thorough implementation and ongoing inclusive reviews of the growth and development plan; and
- Provide a firm basis for monitoring, evaluation and reporting, as well as a framework for public accountability.

This Revised PGDS puts forward 31 strategic objectives to achieve seven strategic goals, as indicated in the table below.

2016 PGDS STRATEGIC GOALS and OBJECTIVES		
STRATEGIC GOAL No	**No.**	**STRATEGIC OBJECTIVE 2016**
1 ***INCLUSIVE ECONOMIC GROWTH***		***Develop and promote*** **the agricultural potential of KZN** **Enhance sectoral development through trade investment and *business retention Enhance spatial economic development*** **Improve the efficiency, *innovation and variety* of government-led job creation programmes** **Promote SMME and entrepreneurial development Enhance the Knowledge Economy**
2 ***HUMAN RESOURCE DEVELOPMENT***		**Improve early childhood development, primary and secondary education Support skills development to economic growth** **Enhance Youth and adult skills development and life-long learning**
3 ***HUMAN AND COMMUNITY DEVELOPMENT***		**Eradicate poverty and improve social welfare services New Wording** **Enhance health of communities and citizens** **Safeguard and enhance sustainable livelihoods and food security New Wording Promote sustainable human settlements** **Enhance safety and security** **Advance social cohesion and social capital New Wording** **Promote youth, gender and disability advocacy and the advancement of women**

4 ***INFRASTRUCTURE DEVELOPMENT***		**Development of seaports and airports New Wording Develop road and rail networks Develop ICT infrastructure Ensure availability and sustainable management of water and sanitation for all Ensure access to affordable, reliable, sustainable and modern energy for all Enhance KZN waste management capacity**
5 ***ENVIRONMENTAL SUSTAINABILITY***		**Enhance resilience of ecosystem services** **New Wording Expand the application of green technologies Adapt and respond climate change**
6 ***GOVERNANCE AND POLICY***		**Strengthen policy, strategy coordination and IGR Build government capacity Eradicate fraud and corruption Promote participative, facilitative and accountable governance**
7 ***SPATIAL EQUITY***		Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment

1.4.3 UMZINYATHI DISTRICT MUNICIPALITY – DISTRICT DEVELOPMENT MODEL

The model is to be perfected, improved and adapted in the process of implementation in each Province & District area guided by the overall objectives of improving and achieving co-ordinated and integrated planning, budgeting and implementation between the 3 spheres and sectors in the district space.

The implementation of the DDM requires: -

- Establishment of the District structures and management frameworks which are integrated with the existing OSS framework
- Developing ONE PLAN in each District space through a 3 phased process:

✓ A district Profile Assessment report

- ✓ A short term ONE PLAN (18months – 2yrs horizon)
- ✓ A longer term ONE PLAN (25-year plan)

Ensure that we bring to life the aspirations of The People Shall Govern & Bring government closer to the people. Developmental change is shaped and owned at district level in partnership with communities, citizens and social partners.

The profile will serve as a basis for discussion and engagements on the baseline and priorities for developing a ONE PLAN for the Districts, by the newly established District Hubs. It is a Status Quo Analysis and a Short-Term Action Plan identifying immediate service delivery actions, and catalytic activities aimed at unlocking developmental projects (Stabilisation Phase).

The profile will:

- provide the District Hub members with a brief overview of the District demographics, and development profile.
- provide a high level assessment of the key strategies and priorities for improvement and transformation in the following: - economic positioning, spatial restructuring, infrastructure engineering, housing and services provisioning, and governance and management.
- identify and collate all current sector and sphere commitments (projects and investments) in the District area for the next 18 months.
- Identify catalytic projects.
- Identify key gaps and areas of misalignment between SDF, IDP and DGDP and gaps between sector plans with the DGDP, SDF and IDP.

1.5THE STATE OF THE NATION ADDRESS – 2020 (SONA)

President Cyril Ramaphosa has presented the State of the Nation Address (SoNA) to a joint sitting of the two Houses of Parliament (National Assembly and National Council of Provinces) 7 February 2020 at 19H00. President Cyril Ramaphosa's first State of the Nation Address (SoNA) to the joint sitting of the two houses of Parliament since his appointment in the office in 2019.

<u>On load shedding and Eskom</u>

Ramaphosa said that in order for Eskom to undertake the fundamental maintenance necessary to improve the reliability of supply, load shedding will remain a possibility for the immediate future.

He said as Eskom works to restore its operational capabilities, government will be implementing measures that will fundamentally change the trajectory of energy generation in our country.

These measures include to rapidly and significantly increase generation capacity outside of Eskom.

<u>On Land Reform</u>

Ramaphosa emphasised that land expropriation would be done with caution as agriculture is one of the industries with the greatest potential for growth.

The president also announced that this year his government would implement key recommendations of the presidential advisory panel on land reform and agriculture to accelerate land redistribution, expand agricultural production and transform the industry.

"We are prioritising youth, women, people with disabilities and those who have been farming on communal land and are ready to expand their operations for training and allocation of land. A new beneficiary selection policy includes compulsory training for potential beneficiaries before land can be allocated to them," he said.

On SOEs

Ramaphosa said serious action will have to be taken to deal with SOEs who are drowning in debt with the National Treasury providing guarantees of more than R570 billion.

'This year, we are moving from the stabilisation of state-owned enterprises to repurposing these strategic companies to support growth and development and to fulfil their developmental mandate and be financially sustainable.

On Gender-Based Violence

He said they will increase their fight against gender-based violence.

"We will amend the Domestic Violence Act to better protect victims in violent domestic relationships and the Sexual Offences Act to broaden the categories of sex offenders whose names must be included in the National Register for Sex Offenders and we will pass a law to tighten bail and sentencing conditioning cases that involve gender-based violence," said Ramaphosa.

On the Youth

One per cent of South Africa's budget would be set aside to assist with youth employment to address the national crisis of youth unemployment , Ramaphosa said during his State of the Nation Address .

"We are building cutting-edge solutions to reach young people where they are – online, on the phone and in person. This will allow them to receive active support, information and work readiness training to increase their employability and match themselves to opportunities."

As part of the intervention, he said, the National Youth Development Agency and the department of small business development would provide grant funding and business support to 1 000 young entrepreneurs in the next 100 days, "starting today

On Crime

He said that while police statistics showed that violent crime, rapes and murders have not gone down, improved detective methods would be effected through the training of officers.

Ramaphosa said: " Anti-Gang Units will be further strengthened, with priority given to the Western Cape, Eastern Cape, Gauteng and Free State.

On Cannabis

This year we will open up and regulate the commercial use of hemp products, providing opportunities for small scale farmersand formulate policy on the use of cannabis products for medicinal purposes in line with global trends.

State of the Province Address (SOPA)

Honorable Premier of the Province of Kwa- Zulu Natal has presented the State of the Province Address (SoPA) in front of the Provincial Executive, including the Speaker, Deputy Speaker and the Secretary on 20 February 2020.

Agriculture

- Cannabis green rush
- Multi-planting season programme
- Commercialisation of goat farming
- Assessment of land reforms

Transport

- Durban port
- Road safety
- Bridges and enabling access to education
- Transport and job creation

Education

- School safety interventions
- Learner transport
- Performance of our learner education

Health

- "Make me look like a hospital again" campaign
- Improved HIV/AIDS awareness and prevention
- Supporting LGBTQI community in accessing healthcare
- Corona virus update

Social Development

- Combating gender-based violence
- Social cohesion and national building
- Fighting crime
- Building an ethical, capable developmental state

Radical Economic Transformation

- Global economic developments
- Attracting investment
- Enterprise development
- Operation Vula fund
- Graduate internship programme
- Tourism development
- Sugar industry

1.5.1 CHALLENGES WE HAVE HAD TO FACE SINCE FEBRUARY 2016

International Geopolitical Uncertainties Persistent

Low Levels of Economic Growth Continued Drought

1.5.2 HIGHLIGHTS OF PROGRESS WE HAVE MADE IN THE LAST YEAR

- Build and inclusive economy that creates decent jobs
- Transform our rural Areas
- Ensure decent living conditions and sustainable human settlements
- Improve and Expand Education and Training Security
- Fight crime and corruption
- Build a United nation and promote social cohesion
- Commitment to accountability in pursuit of Good Governance

1.5.3 THE SEVEN (7) KZN PRIORITIES

The following are the seven (7) KZN Priorities that each municipality as an implementing agent should strive to address / achieve:

- Job creation;
- Human Resource Development;
- Human & Community Development; Strategic Infrastructure;
- Environment Sustainability;
- Governance & Policy
- Spatial equity

1.6 GOVERNMENT POLICIES AND IMPERATIVES AND HOW THE MUNICIPALITY APPLIES AND ADDRESSES THEM

The following table demonstrates the Government Policies and Imperatives and how eNdumeni Municipality applies / addresses them

GOVERNMENT POLICY	MUNICIPAL ACTION
Medium Term Strategic Framework (MTSF)	The municipality has housing projects that have been approved by the Department of Human Settlement for implementation in ward 6 & 5. Ensuring access to adequate human settlements and quality basic services
	The municipality adopted the 2019/20 IDP planning

The 14 National Outcomes	processes and that has been the guiding tool throughout the review process; Endumeni Municipality has implemented a number of community work programmes including amongst others war rooms in all 7 wards, Youth, HIV/AIDS programmes, etc.; Endumeni ensures that Ward Committees are representative and are fully participate in community consultation processes around the IDP, budget and other strategic service delivery issues; Endumeni ensures that the issues raised by the Auditor General are addressed through an action plan
Millennium Development Goals	The municipality of Endumeni will be benchmarking with the City of Dundee Scotland, with the aim of developing a global partnership for development
National Development Plan	Endumeni LM has developed an LED Regeneration Strategy that has initiated projects and programmes that will promote economic growth and development and respond to the NDP. Infrastructure Plan is geared towards providing economic support infrastructure that will facilitate smooth transport of goods and services
PGDP/PGDS	The revised PGDS has 7 strategic goals, there is significant alignment in terms of the strategic objectives identified in section D of the 2019/20 draft IDP
Umzinyathi District Growth & Development Strategy	The municipality is working together with Umzinyathi District Municipality to ensure that there is alignment within the district family of municipalities

SPLUMA	The Municipality is in the process of finalizing the wall to wall scheme that promotes social inclusion, spatial equity, desirable settlement patterns, rural revitalisation, urban regeneration and sustainable development;
State of The Nation Address (SONA)	The Endumeni Municipality has adopted a LED regeneration strategy in line with the 4th generation IDP. The strategy amongst other issues addresses job creation, boosting economic growth & labour market.
	The municipality has housing projects that have been approved by the Department of Human Settlement for implementation in ward 6 & 5. The municipality in collaboration with Buffalo Coal, Department of Education are in a process of building a school.
State of the Province Address (SOPA)	Crime and corruption, land issues are accounted for in the policies that exist within the governance of Endumeni Through the B2B programme Endumeni Local Municipality plays it role in ensuring the capacity and ability of the state.
Back to Basics Policy	The municipality has appointed a B2B Champion to ensure that the monthly and quarterly reports are submitted to National & Provincial Cogta The B2B programme has been incorporated to the 2018/19 – 2021/22 IDP An up to date Action plan has been signed & sent to Cogta
The Seven (7) KZN Priorities	Endumeni ensures that all the 7 KZN Priorities are considered in each development. This means that, all projects that are implemented are within the 7 provincial priorities and this is evident with the project lists provided in the IDP.

SECTION C: SITUATIONAL ANALYSIS

1. DEMOGRAPHIC CHARACTERISTICS

1.1 POPULATION SIZE

The Endumeni Municipality (KZ 241) comprises the towns of Dundee, Glencoe and Wasbank, together with a number of farms astride MR 33, MR 68 and DR 602. It should be noted that no Ingonyama Trust land is located within the Municipal Area. The population of the Local Authority area, as determined in the 2011 census, was 64862 people, of which 54449 (84%) were of African origin. The gender split was relatively evenly balanced at 33225 (51%) for females to 31637 (49%) for males. The majority of the population (40206) 62% was under the age of 29 years old, with 20543 (32%) being of school going age at between 5-19 years of age.

Despite the large percentage of very young people, the population pyramid does not indicate the normal situation of a large base with most people being in the youngest age groups (under 4 years). In this instance, there are more people in the age group between 15 and 19 years, than 0 to 4 years. It is apparent that the higher infant mortality rate can be directly related to the HIV/AIDS pandemic. 15% of the population of Endumeni has no education. This comprises mainly those over the age of 50 years. A relatively high percentage (14%) of the population of the Municipal area has a senior certificate, tertiary or other higher education. This augurs well for the future economic development of the area. There is nonetheless a shortage of schools to serve the education needs of the area's population.

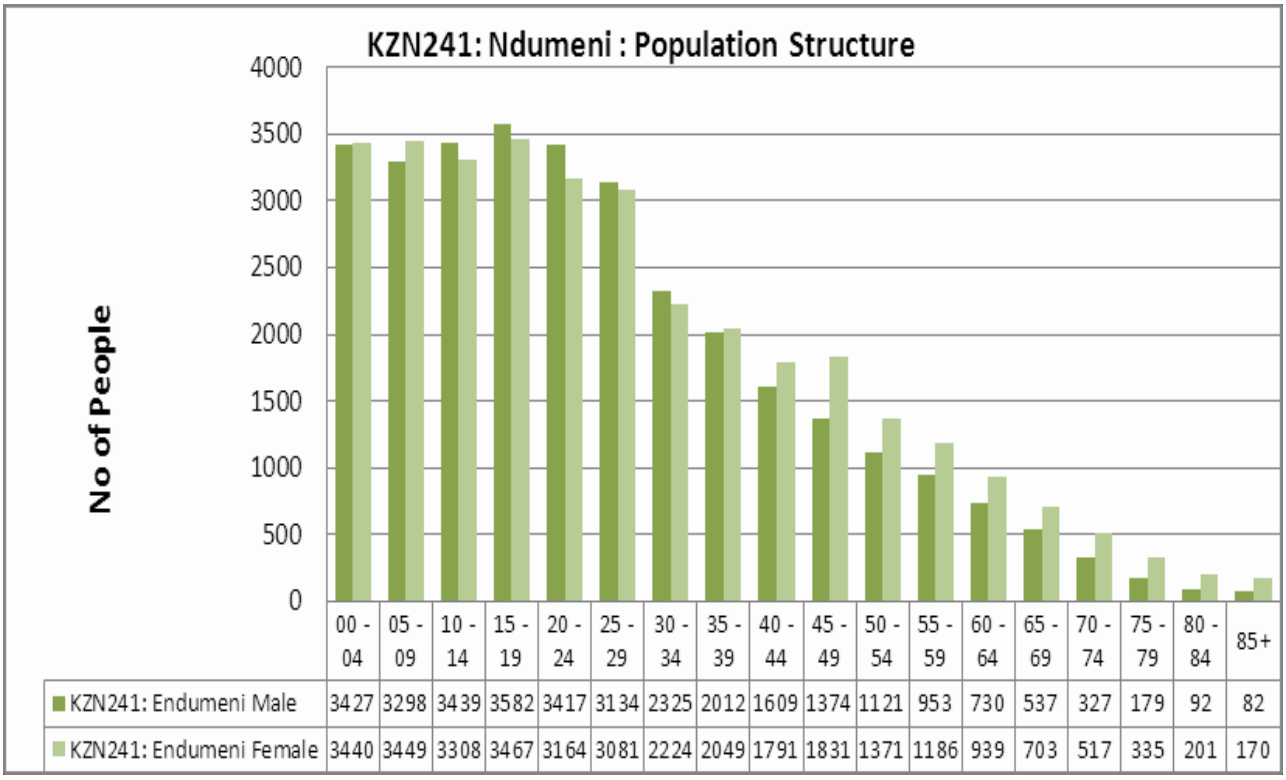
Per capita income is generally low, with 54% having no income, and 25, 55% earning less than R18 000 per annum. Over 75% of the population of Endumeni lives in formal urban housing, whilst another 10% of the community lives in informal housing in Endumeni. Thirteen Percent of the population lives on rural farms in the area. Present estimates are that an additional 1750 sites are required.

The comparative population figures by Endumeni Local Municipality for 2001 and 2011 are depicted in Table 1 below. This information indicates that the local municipality experienced a strong increase in population growth. This can be attributed to Endumeni Municipality as being one of the major economic centres of the district.

Endumeni Local Municipality Comparative population and households' figures for 2001 and 2011

	Populatio	**%**	**Househo**	**Number**	**%**	Households
Endumeni	51 101	10.6	12,278	64 862	12.7	16,852

Source : 1. Statistics SA, Census 2001 and 2011



(Source: census 2011)

1.2 WARDS AND TRADITIONAL AUTHORITIES

The municipal area consists of 7 wards. Within those wards there are no tribal authorities. The population of Endumeni is in an area that covers 1,612km2 in extent, 55km wide from north-east to south-west on the R33/R602 and 30km on the R33/R621 south-east to north-west. Urban settlement is concentrated within the Dundee/Sibongile, Glencoe/Sithembile and Wasbank nodes. The balance of settlement is located either on the commercial farms or within a limited number of small rural settlements i.e. KwaTelaphi, Burnside, Malonjeni, Tayside, Vechtkop and Uithoek.

1.3 ENDUMENI ECONOMIC PROFILE

The key economic sectors in terms of the 2011 Census within Endumeni is as follows:

ECONOMIC SECTOR	GDP CONTRIBUTION
Trade	- 13,64%

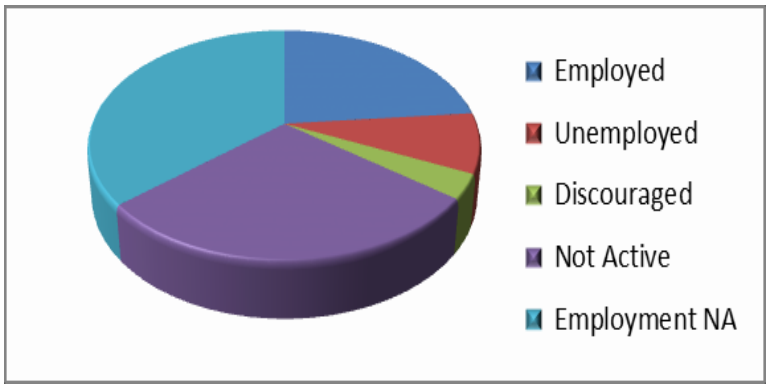
Private household/domestic workers	-	13,49%
Farming	-	9,57%
Manufacturing	-	7,39%
Business Services	-	4,93%
Construction	-	4,5%
Transport	-	4,48%
Social Services	-	2,16%
Mining	-	1,47%; and
Utilities	-	1,03%

(Source: Statistics South Africa)

1.3.1 ECONOMICALLY ACTIVE POPULATION

The Global Insight data indicates that in 2010 the economically active population (EAP) for the Endumeni represented 18.9% which was an improvement on the 17.9% in 1996. The Asian community proved to be more economically active at 30% as compared to other racial groups. The 2010 EAP figures represented some 5 237 females and some 5 985 males. The EAP rate peaked in 2005 at 21.1%.

employment profile. Statistics South Africa suggest that, the number of economically inactive population has now increased to 18 444 from 12 039 in 2007. The rate of the unemployed has decreased from 6964 in 2007 to 5 466 in 2011.



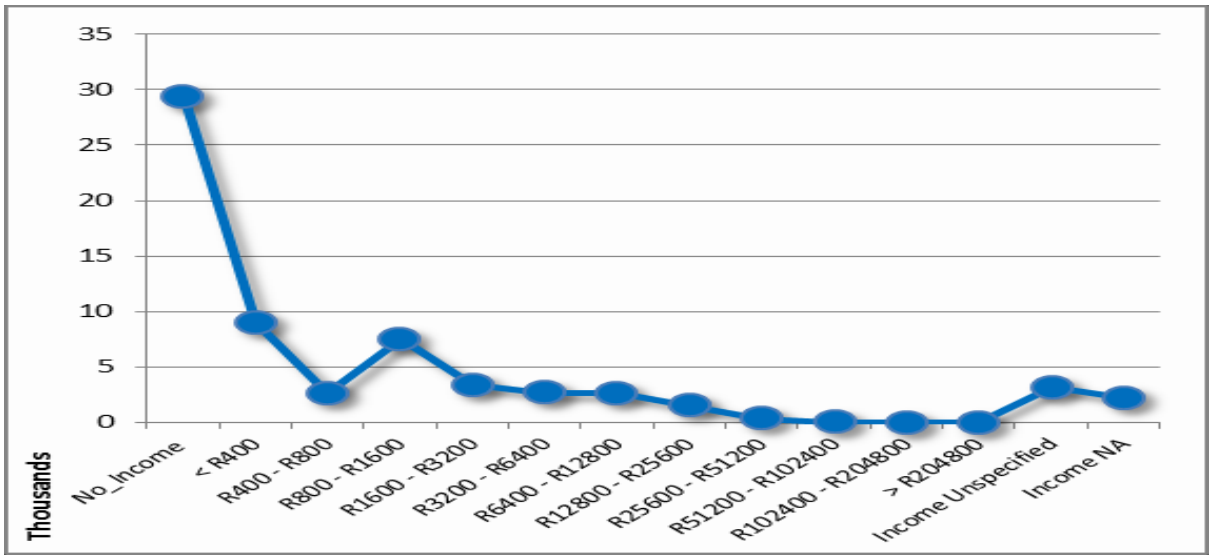
EMPLOYMENT STATUS	
Employed	15227
Unemployed	5466
Discouraged	2222
Not Active	18444
Employment NA	23503

(Source: Statistics South Africa)

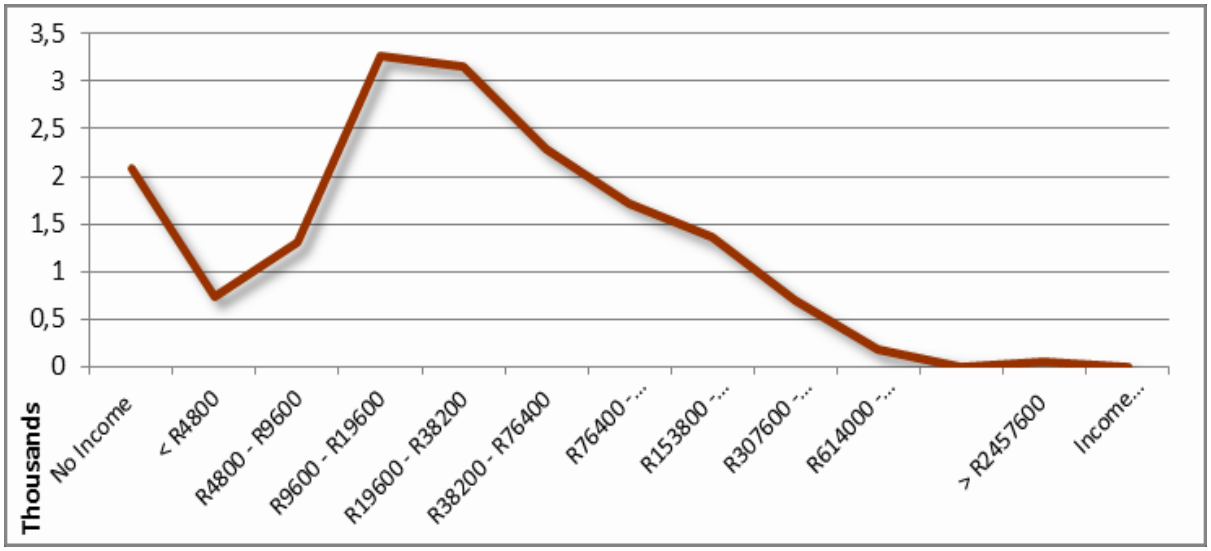
1.3.2 ANNUAL HOUSEHOLD INCOME

The following graph summarizes the annual individual income at current rand prices. As can be seen, there has been an improvement in the annual individual and household income from 1996 to 2010.

Graph 1: Individual income



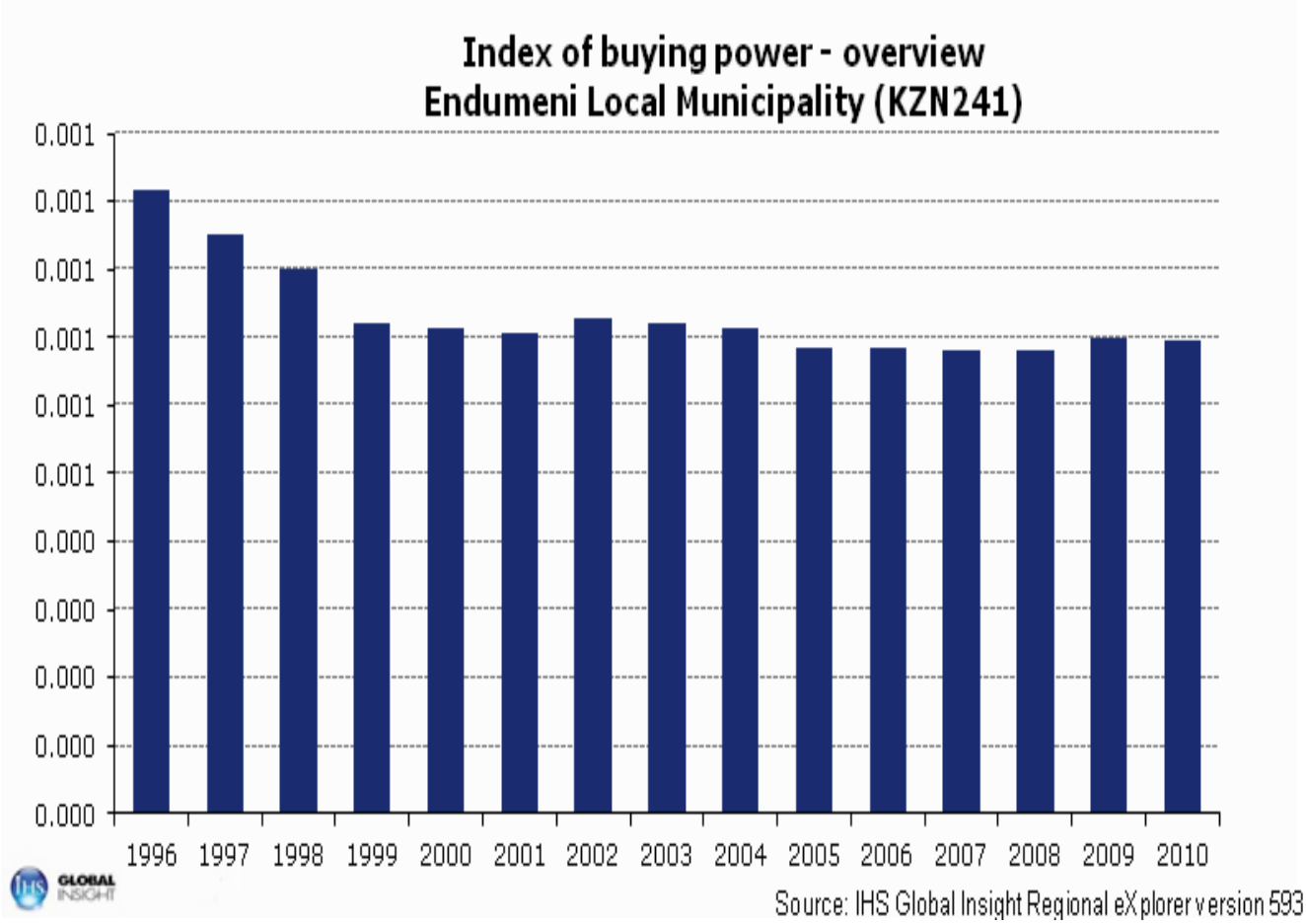
However, it should be noted that people with no income are still high at 29 354 and at the top market bracket we have only 40 earning above R 204 000. The following graph indicates the number of households per income category. As can be seen from this data, there has been a real decline in the households earning at the lower income levels and an associated increase in the number of households earning at the higher income level.



Graph 2: Individual Income

1.3.3 INDEX OF BUYING POWER

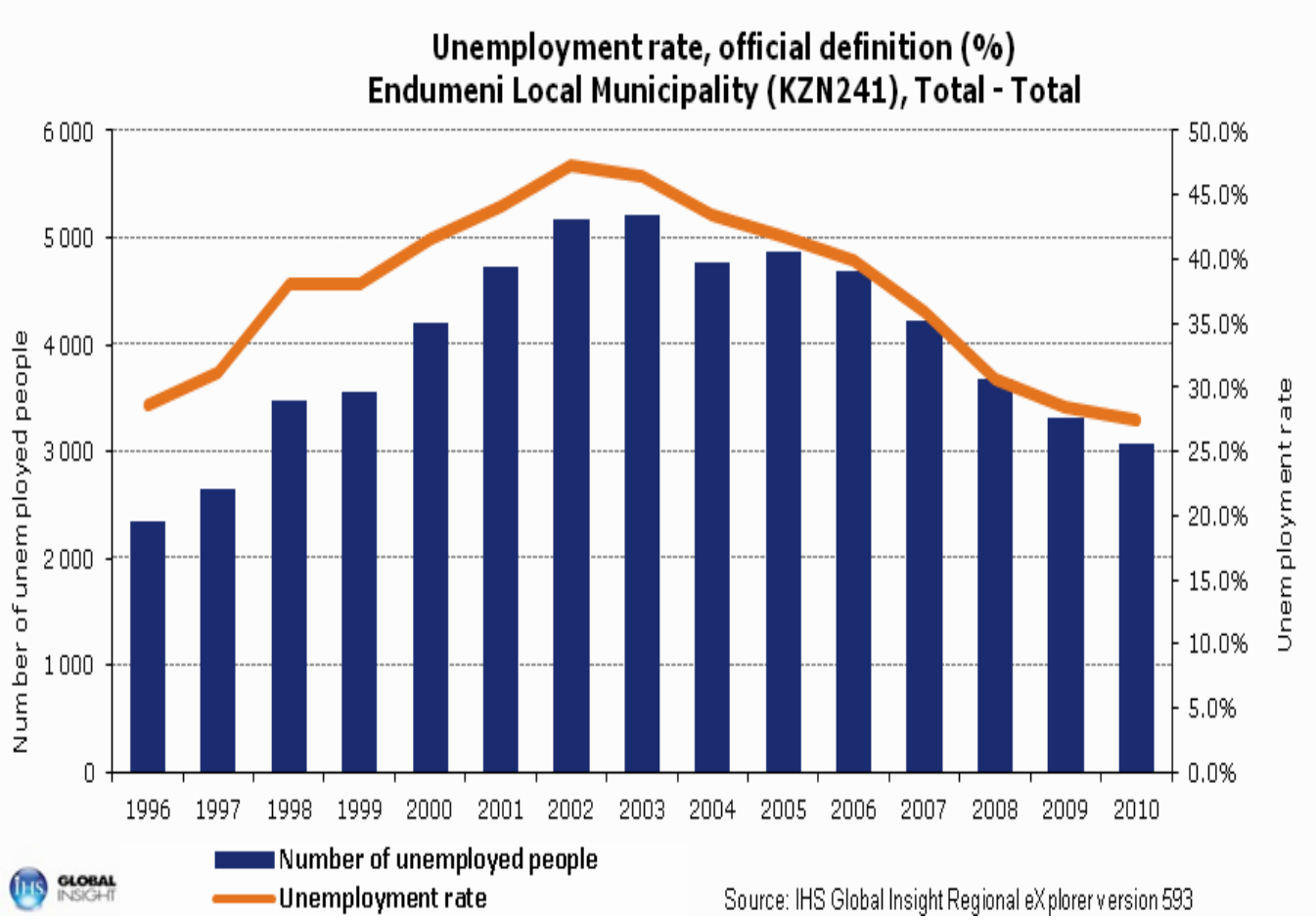
An *Index of Buying Power* is a popular indicator of a geographical area's relative consumer buying power. The index is calculated using weighted data for income, retail sales, and population in the area being evaluated. The index can be used by retailers when considering new store locations. The Index of Buying Power for the Endumeni has decreased marginally from 0.0009% in 1996 to 0.0006% in 2010. The retail share of the national total has also decreased from 0.07% in 1996 to 0.04% in 2010. Income share of the national total has remained static at 0.1% for the period 1996 to 2010.



Graph 3: Index of Buying Power (1996 – 2010)

1.3.4 UNEMPLOYMENT:

The Global Insight figures indicate that the Unemployment rate has decreased from 28% in 1996 to 27.5% in 2010. Unemployment levels were the highest in 2002 when they hit 47%. Global Insight estimates that 3 081 people in 2010 were unemployed. The following graph summarizes these figures.

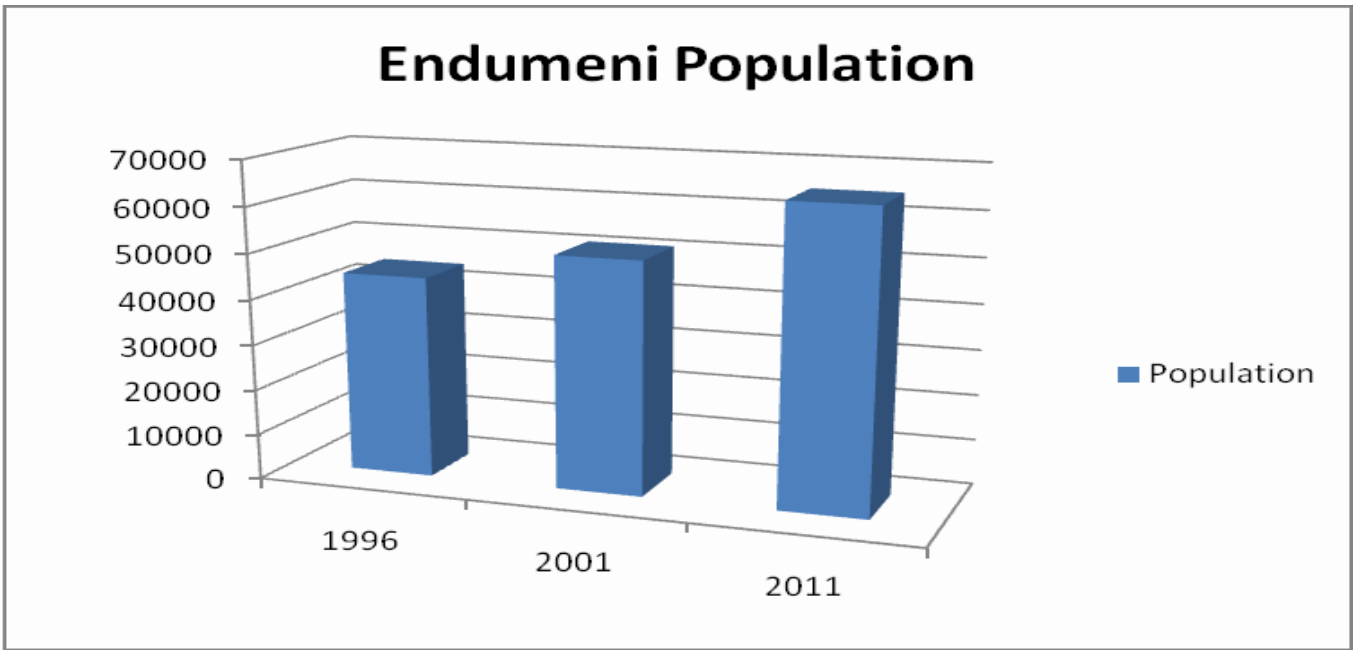


Graph 4: Unemployment rate

1.3.5 POPULATION

The Endumeni population has increased from 51 101 recorded in 2001 to at least 64 862 recorded in 2011 census. This increase necessitates the matching increase on the level of provided services. Hence the planning for future infrastructure will be aligned with this eminent reality. Again, the economic growth and development of Endumeni is now compelled to cater for increasing population. In the light of the three noticeable social- economic ills of unemployment, poverty and inequality it is clear that the failure of the economy to absorb an increased labour force will worsen the social living standards of the community. The graph below indicates that,

there has been a steady growth in population between 1996 and 2011.

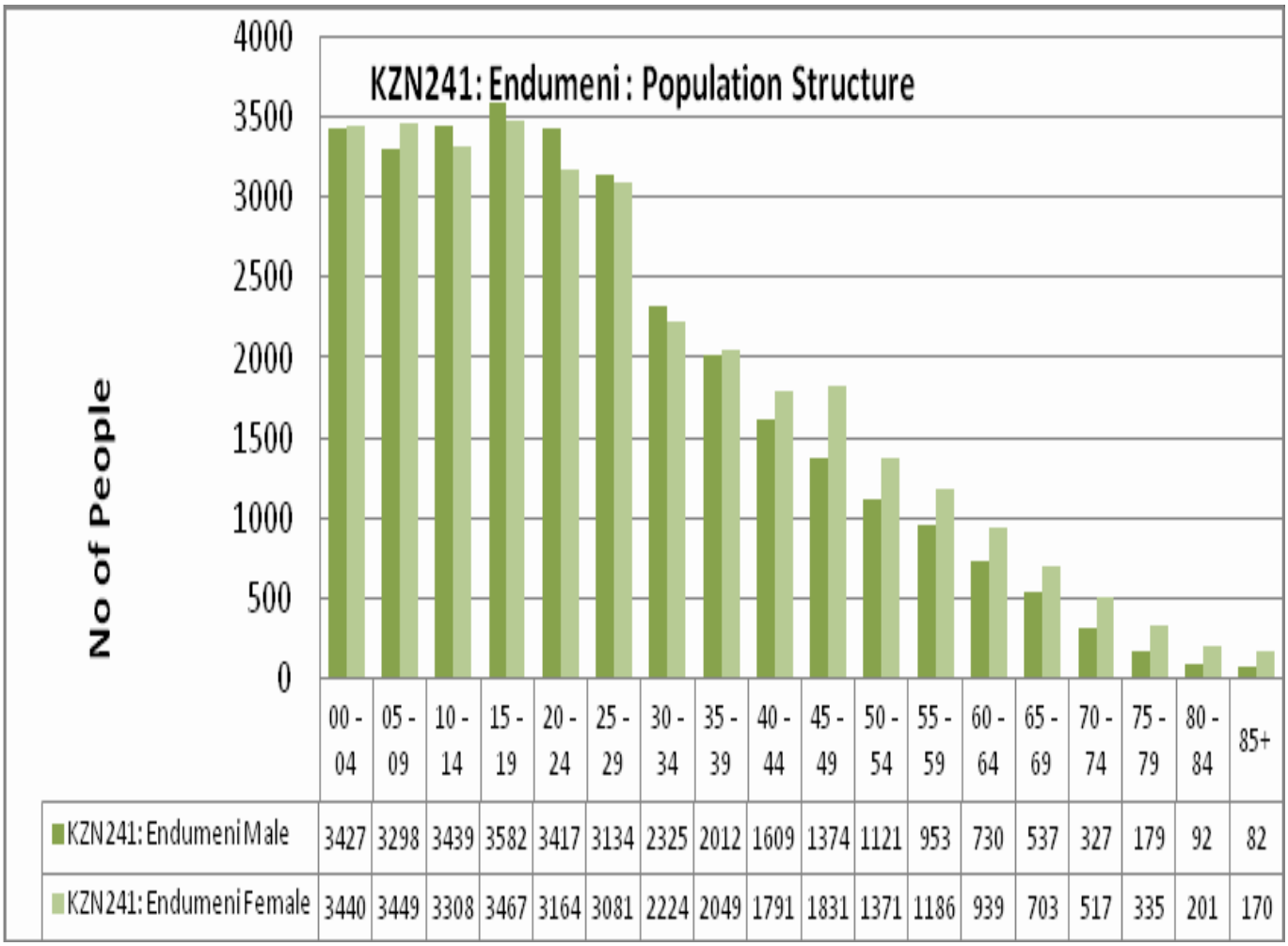


Source: StatsSA 2011

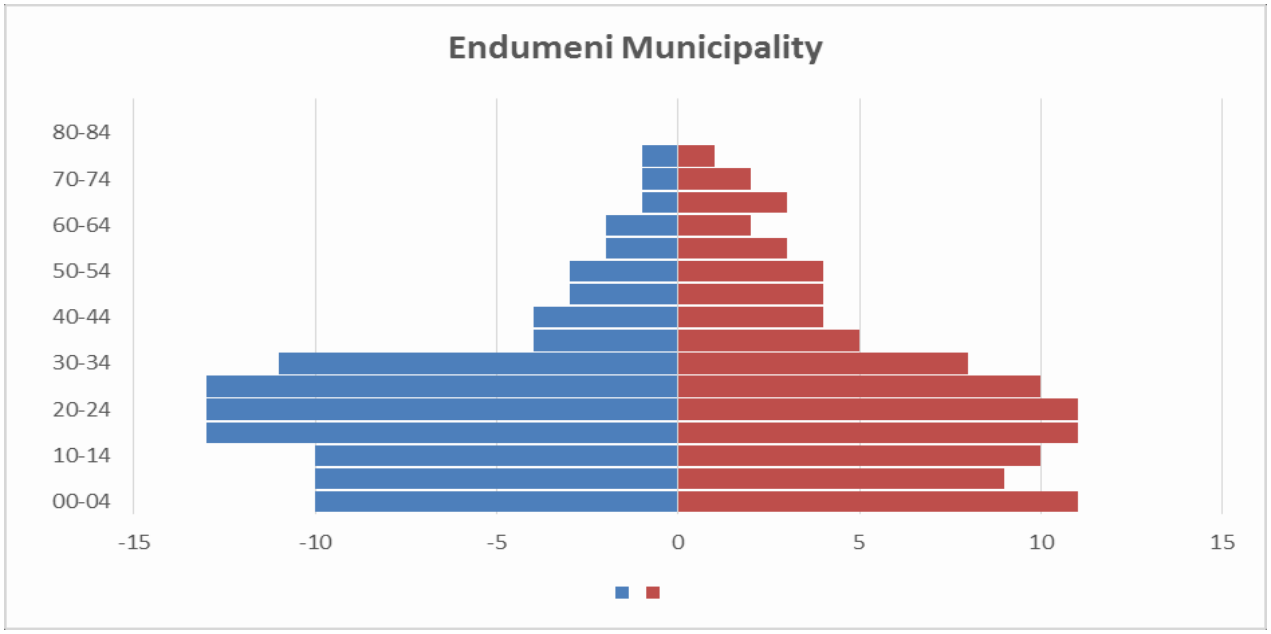
The above displayed trend that the municipality can also use an estimate of future projection on population figures for the next 10 years. The Endumeni has experienced the population growth rate of at least 2.38% per annum between 2001 and 2011, which is lower the the growth rate of 2.83% incurred between 1996 and 2001.This growth at a decreasing rate can be attributed to various factors with the inclusion of HIV Aids pandemic. But the overall summary is that, the future of Endumeni is full of challenges if you consider the graph below on age distribution.

1.3.6 AGE DISTRIBUTION

The age distribution of Endumeni community suggests that more than 50% of the population falls with the youth category. Undoubtedly the future growth and development will be necessary in order to meet both social and economic needs of this young population section.



Statssa 2011



CS 2016 (Stats SA)

THE STRUCTURE (DISTRIBUTION ACCORDING TO SEX AND AGE)

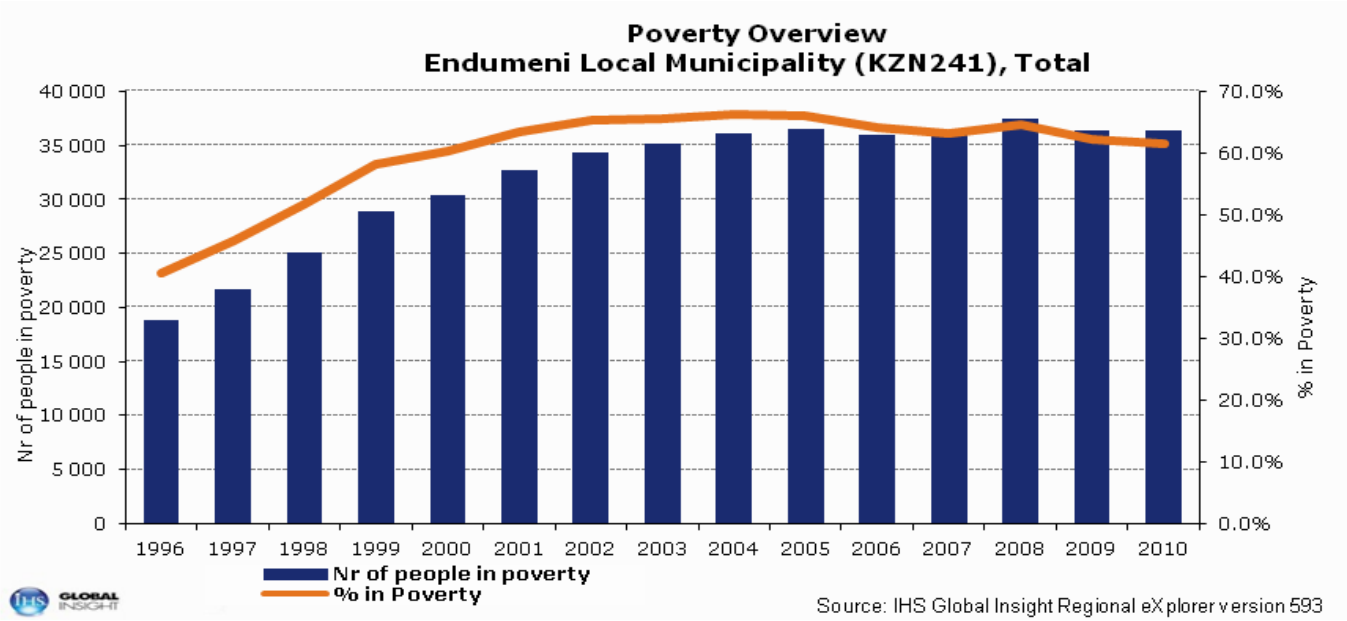
	KZN241: Endumeni	52401001: Ward 1	5240100 2: Ward 2	52401003: Ward 3	52401004: Ward 4	52401005: Ward 5	5240100 6: Ward 6
0 – 4							
Male	3427	344	544	985	386	573	**594**
Female	3440	341	493	1026	368	598	**615**
5 – 9							
Male	3298	365	577	880	398	518	**560**
Female	3449	345	612	962	413	552	**564**
10 – 14							
Male	3439	358	733	865	440	474	**570**
Female	3308	307	776	803	401	482	**540**
15 – 19							
Male	3582	410	758	864	442	532	**577**
Female	3467	374	805	839	386	507	**555**
20 – 24							
Male	3417	392	573	774	491	554	**633**
Female	3164	276	612	812	417	517	**531**
25 – 29							
Male	3134	365	518	696	494	503	**558**
Female	3081	263	604	730	443	505	**536**
30 – 34							

Male	2325	312	432	519	308	351	**402**
Female	2224	183	436	557	306	337	**405**
35 – 39							
Male	2012	230	352	475	262	340	**353**
Female	2049	188	471	434	262	315	**380**
40 – 44							
Male	1609	157	348	317	232	224	**330**
Female	1791	190	403	373	232	222	**371**
45 – 49							
Male	1374	145	323	222	208	201	**275**
Female	1831	181	435	344	251	303	**318**
50 – 54							
Male	1121	126	262	175	154	155	
Female	1371	164	361	243	174	167	
55 – 59							
Male	953	133	226	168	138	122	
Female	1186	149	273	237	169	147	
60 +							
Male	1946	280	528	288	234	221	
Female	2864	369	677	505	382	406	

1.3.7 POVERTY

NUMBER OF PEOPLE IN POVERTY

Poverty is defined as the state of one who lacks a usual or socially acceptable amount of money or material possessions. This variable indicates the number of people that lack the goods and services commonly taken for granted by members of mainstream society. In terms of percentages, in 1996 40.7% of residents of the Endumeni lived in poverty, while in 2010 61.9% lived in poverty. This figure peaked at 66% in 2005. While the poverty rate is at 61% Africans are the most affected. At least 69.9% of Africans are languishing in poverty and as far back as 2005 the rate was at 78%. Again, this calls for strategic interventions that will speedily reduce the number of people in poverty.



1.3.8 POVERTY GAP

The poverty gap can be defined as the amount of income that would be required to bring every poor person exactly up to the poverty line, thereby eliminating poverty. It can also be defined as the total income shortfall, expressed in proportion to the poverty line, of families with income below the poverty threshold, divided by the total number of families.For the UDM this figure stood at R327 million in 1996, and rose to R1,037 million in 2009. This figure peaked in 2008. In case of Endumeni at least 47 million is required to bring all the residents currently below poverty line to the equilibrium level. This is the level where all affected will have 1 dollar per day.

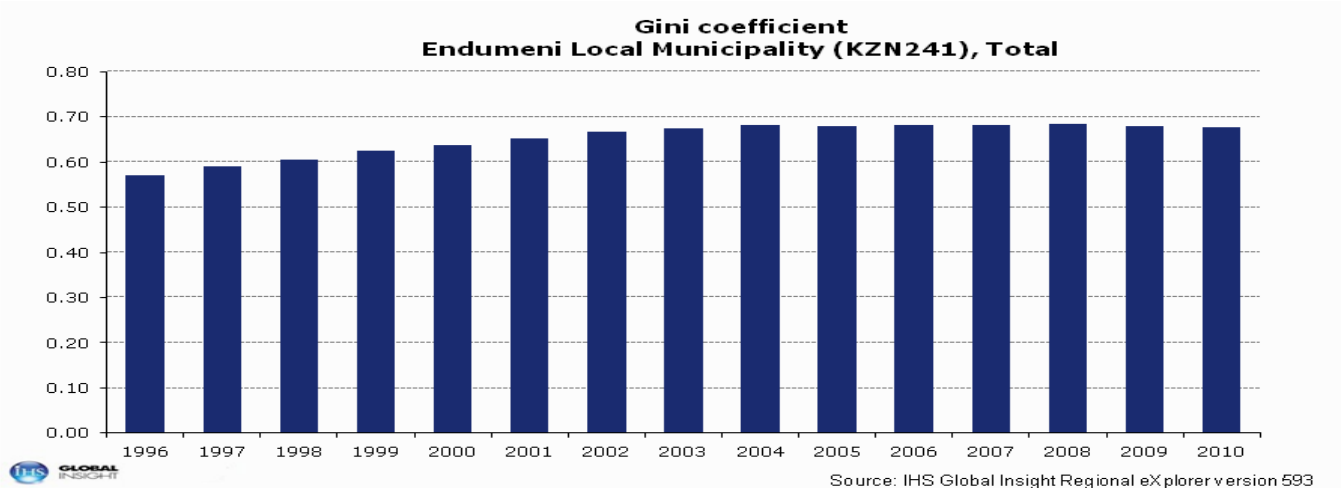
1.3.9 PERCENTAGE OF PEOPLE LIVING BELOW $1 AND $2 PER DAY

In 1996 9% of the population of Umzinyathi lived below $1 per day and 26.2% lived below $2 per day. This figure improved to 0.4% living below $1 per day and 10% below $2 per day in 2010. The year 2002 saw the highest number of people living below $1 per day (12%) and the highest number of people living below$2 per day (33.8%).In 1996 at least 4% of the population of Endumeni lived below $1 per day and 12% below $2 per day. However, there has been a noticeable improvement on these figures. Currently Global Insight reports that 0.4% live below $1 per day and 11.5% below $2 per day respectively.

1.3.10INI COEFFICIENT

The Gini Coefficient is the most commonly used measure of inequality. The coefficient varies between 0, which reflects complete equality and 1, which indicates complete inequality (one person has all the income or consumption, all others have none).The Gini Coefficient for the UDM rose from 0.59 in 1996, to 0.61 in 2009, and peaked at 0.63 in 2003 and 2004. This indicates a relatively high level of inequality in the UDM society. The Gini coefficient for the UDM in 2009 was lower than the national average.

On the other hand, the Gini Coefficient of Endumeni is reported to be 0.68 in 2010 while it was 0.57 in 1996. The inequality gap has increased in Endumeni living government with the challenge to narrow this unhealthy economic gap.



1.3.11 HUMAN DEPRIVATION INDEX

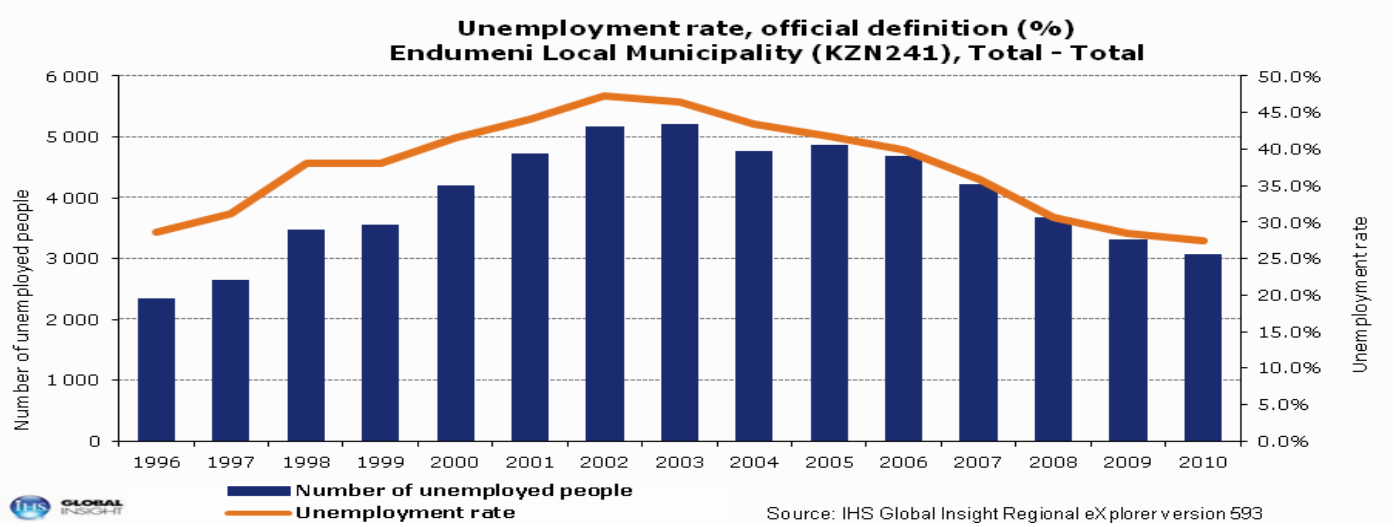
The Human Deprivation Index or HDI is a summary of human development and can be defined as a measure of multi-dimensional poverty. In 2004 it was estimated that the HDI for the UDM was the second lowest figure for DM's in KZN behind the uMkhanyakude DM. The HDI for the UDM in 2009 was 0.36 which was lower than the national average of 0.56 for the same period. The HDI for Endumeni was 0.54 in 2010 and was standing at 0.56 in 1996.

1.3.12 MINIMUM LEVEL OF LIVING

The Minimum Level of Living (MLL) can be defined as the minimum financial requirements of members of a household to maintain an acceptable living standard, which is above the Poverty Line. Sufficient quantities of relevant expenditure items based on minimum health standards are allowed for when calculating the MLL, but rational expenditure on them is assumed. The MLL is measured in monetary value. The following map was prepared by the CSIR (2004) and identifies communities in South Africa that are living in areas with low economic activity, low levels of demonstrated economic potential, and with high numbers of people living below the MLL. As can be seen, the uMzinyathi DM is identified as one of these areas.

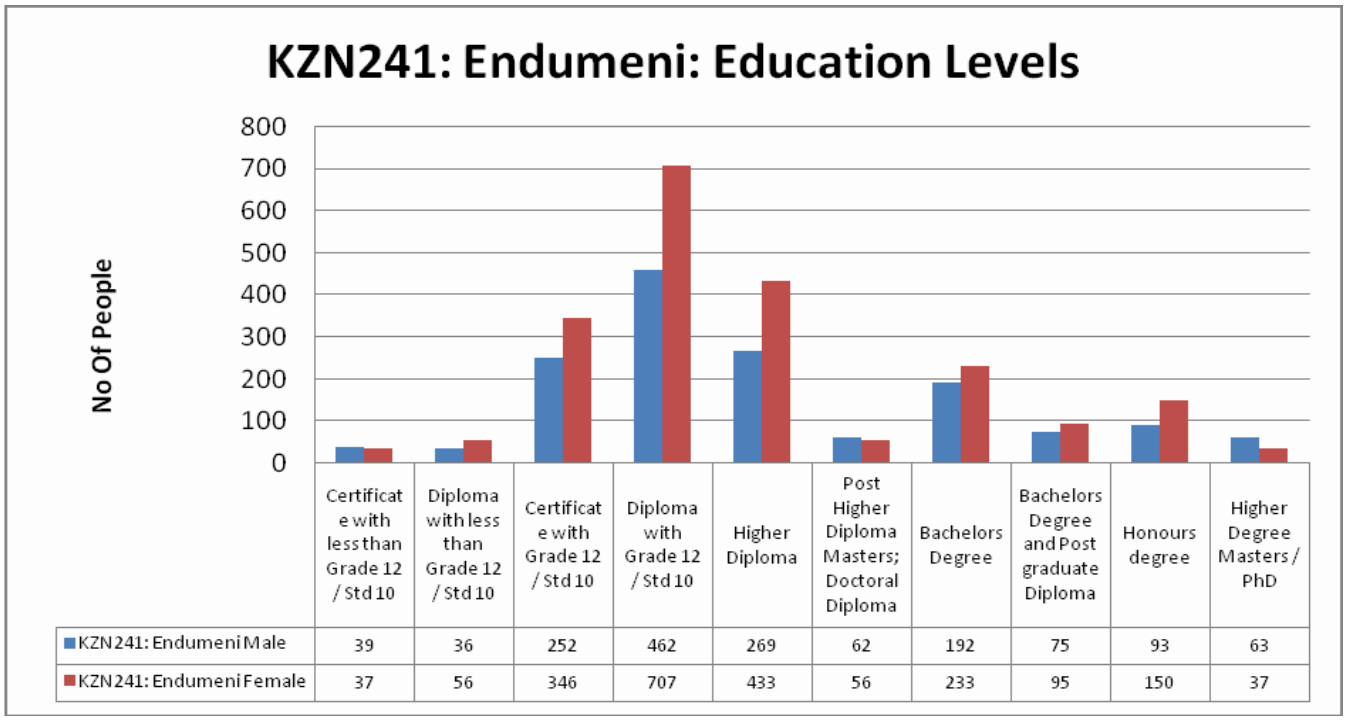
1.3.13 UMEPMLOYMENT

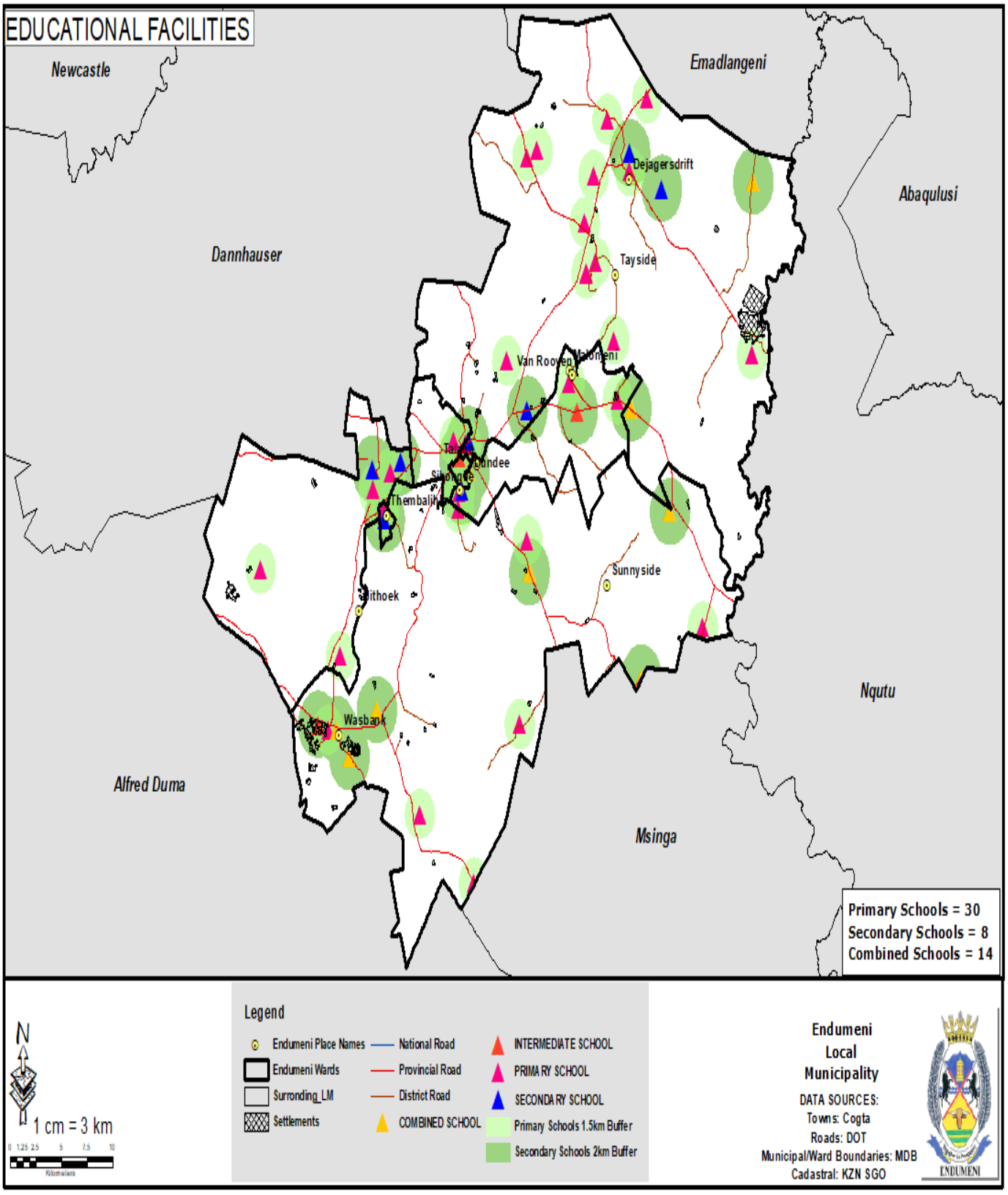
The unemployment rate for Endumeni Local Municipality has significantly dropped from 46% in 2001 to 26.4% in 2011, and it is relatively lower than the district rate which is 36.5% and provincial rate which is 33%.The Global Insight figures indicate that the Unemployment rate has decreased from 28% in 1996 to 27.5% in 2010. Unemployment levels were the highest in 2002 when they hit 47%. Global Insight estimates that 3 081 people in 2010 were unemployed. The following graph summarises these figure



1.3.14 EDUCATION LEVEL

In terms of percentage of the population aged 20 and above within Endumeni local municipality with no education, in 2001, there were 15.5% of the population aged 20 and above with no form of education. In 2011, the percentage has dropped as it is 7%, and it is less than the provincial rate which is 10.8%.The rate for people with Higher Education aged 20 and above at Endumeni Local Municipality has increased from 7.8% in 2001 to 10.7% in 2011. This is accompanied by the increase in people with matric qualification from 22.2% in 2001 to 31.8% in 2011. It is vehemently believed that, the establishment of a fully-fledged Further Education and Training centre will increase the education profile for the municipal area. Interestingly primary education enrolment has also increase from 90% in 2001 to 93% in 2011.The education level is an important indicator of the future prosperity or challenge facing an economy. In this regard it is noted that the community of Endumeni is becoming more empowered through acquisition of important academic qualification. An increased number of women or female in particular is acquiring more diplomas and degrees. But if the economy fails to absorb those graduates people they will surely search for greener pastures elsewhere.


KZN241: Endumeni: Education Levels
No Of People
800
700
600
500
400
300
200
100
0
Certificate with less than Grade 12 / Std 10
Diploma with less than Grade 12 / Std 10
Certificate with Grade 12 / Std 10
Diploma with Grade 12 / Std 10
Higher Diploma
Post Higher Diploma Masters; Doctoral Diploma
Bachelors Degree
Bachelors Degree and Post graduate Diploma
Honours degree
Higher Degree Masters / PhD
KZN241: Endumeni Male 39 36 252 462 269 62 192 75 93 63
KZN241: Endumeni Female 37 56 346 707 433 56 233 95 150 37



Map 3: Education Facilities

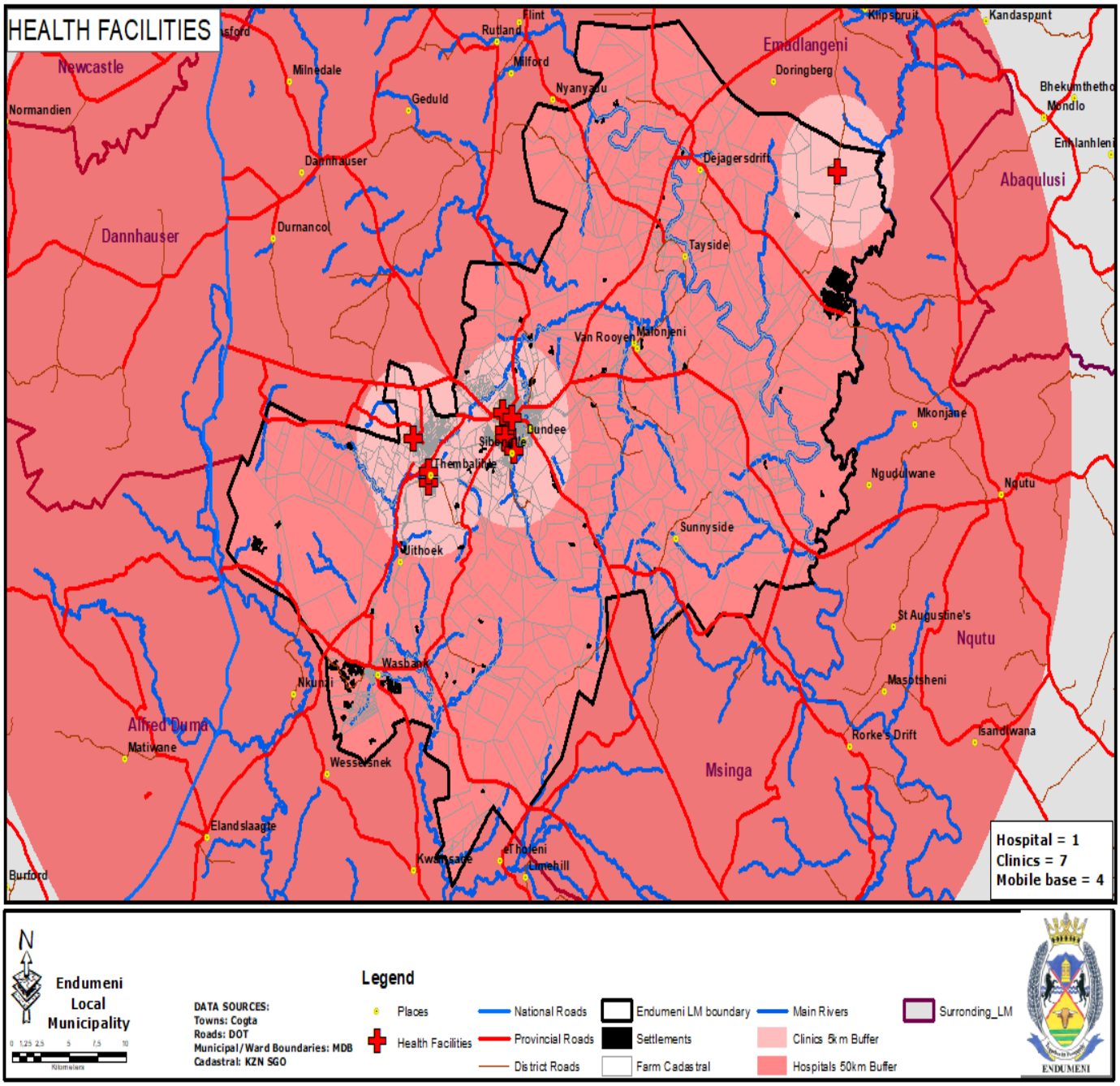
1.4 HEALTH

Optimum walking distances are between 1 to 2.5 km and with a maximum walking distance of 5km. The municipality obviously does not conform to this standard. Facilities are clustered within the urban core of Dundee and Glencoe and facilities are required in the rural and rural satellite nodes, particularly in the north-west of the Municipality. Endumeni is serviced by only one hospital, which is insufficient, notwithstanding the CSIR standards. Should the clinics be geared to handle and stabilize serious medical cases, which they can refer to the hospital, this should not be a problem, on condition that the clinic is accessible via road infrastructure, and that the hospital has the capacity to carry a pre-determined number of people from the Community.

Table: Health

Sub District	District Office	District Hospital	TB Hospital	CHC	Fixed Clinics	Mobile clinics	EMS Base	Forensic Mortuary	Nursing Colleges	Regional Laundry
Endumeni	1	1	0	0	6	2	3. EMS District Office + 1 EMS Base	1	0	**1**
Msinga	0	1	0	1	20	3	1	0	1	**0**
Nquthu	0	1	0	0	15	4	1	0	1	**0**
Umvoti	0	1	1	0	12	3	1	1	0	**0**
District	**1**	**4**	**1**	**1**	**53**	**12**	**4. District Office + 4 EMS Bases**	**2**	**2**	**1**

Source: KZN Department of Health



Map 4: Health Facilities

1.5 HIV/AIDS

Umzinyathi District Municipality, the HIV/AIDS infection rate for 2005 was 23% (Monitor Group, 2006) which is lower than the national average of 27.9% and significantly lower than the 37.5% average for the province of KwaZulu-Natal. The province has the highest HIV prevalence rate in South Africa. According to KZN Department of Health, April-November 2015 data on HIV/AIDS prevalence Endumeni Local Municipality has HIV prevalence of 10.1% which is relatively high than the other local municipalities.

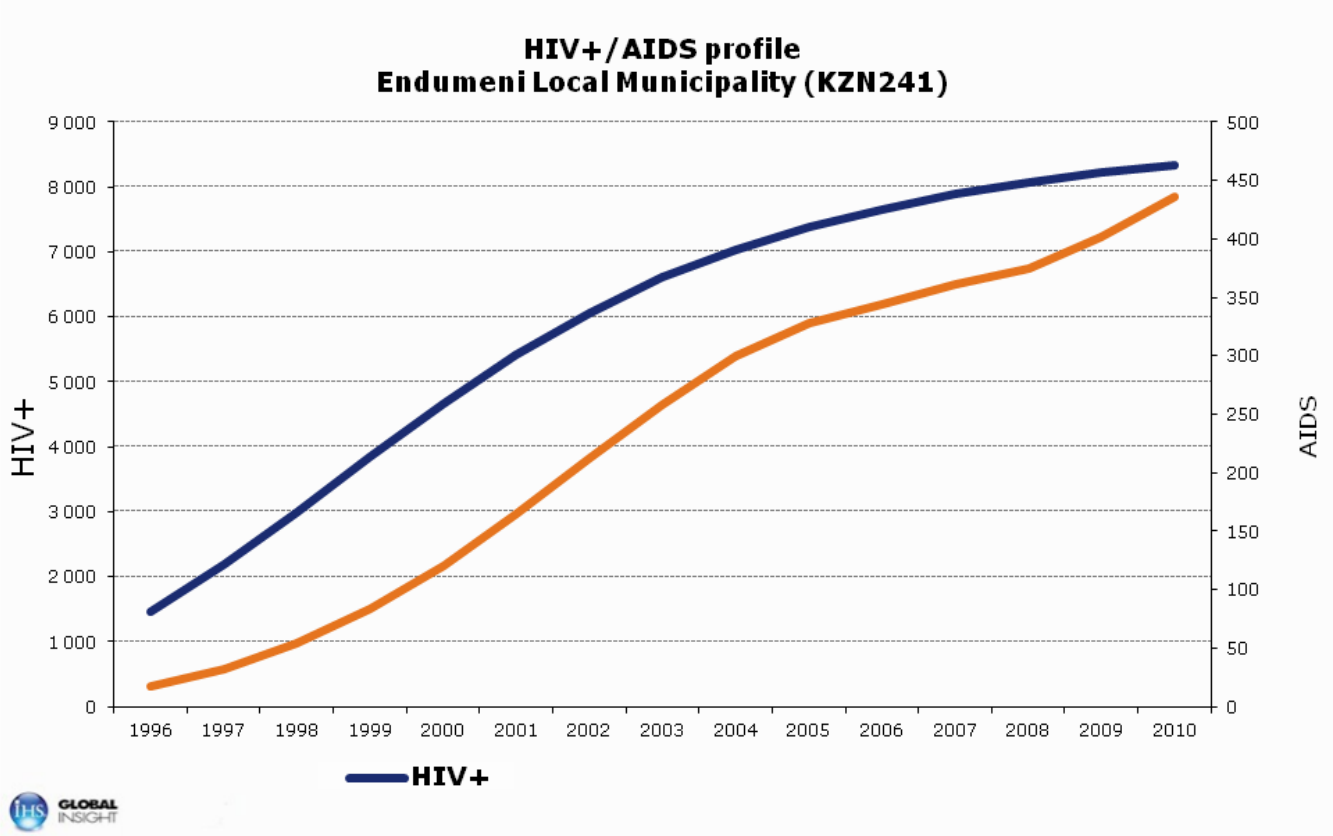
Dis_Metro	SubDis	Indicator Name	IndType	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-	Grand Total
Umzinyathi DM	Endumeni LM	HIV prevalence among clients tested (excluding antenat	%	9.6	8.4	8.4	6.7	7.4	7.1	8.3	8.8	8.1
		HIV prevalence amongst client tested	%	9.5	13.8	11.0	8.6	6.9	9.5	10.3	9.8	10.1
	Msinga LM	HIV prevalence among clients tested (excluding	%	5.7	6.0	4.8	5.9	5.9	4.6	5.5	5.4	5.5

		HIV prevalence among st client test	%	4.8	6.7	5.1	6.9	5.9	4.9	4.3	7.2	5.7
	Nquthu LM	HIV prevalence among clients tested (excluding antenatal)	%	6.3	5.5	6.1	5.4	5.8	4.2	5.1	4.5	5.3
		H	%	6.9	5.1	6.2	5.0	6.4	4.7	6.5	5.1	5.8

		tested 15-49 years rate										
	Umvoti LM	**HIV prevalence among clients tested (excluding antenatal)**	**%**	**4.9**	**6.4**	**6.4**	**5.6**	**5.7**	**6.1**	**5.2**	**5.5**	**5.7**
		HIV prevalenc	**%**	**5.1**	**6.9**	**5.0**	**6.0**	**6.2**	**5.9**	**5.6**	**6.3**	**5.9**

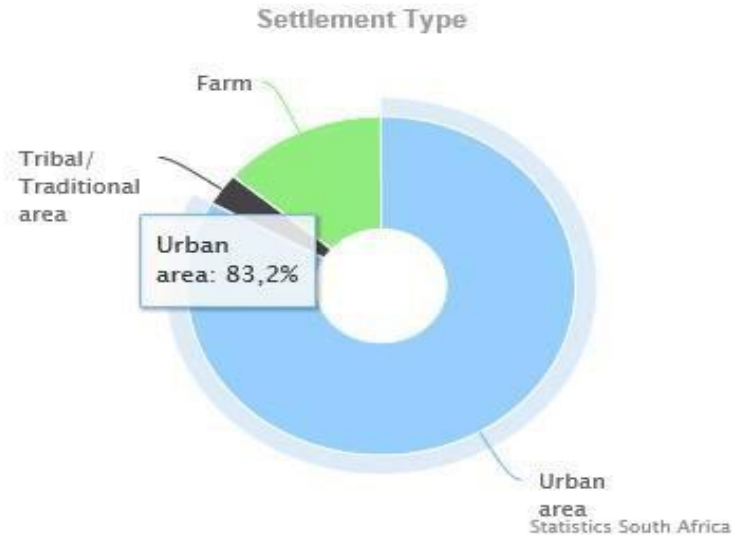
Source: KZN Department of Health, April-November 2015 data on HIV/AIDS prevalence

The graph below displays the profile of the populations with regards to HIV positive individuals, and AIDS rates within the study area. All figures are as a percentage of the total population.



1.6 RURAL AND URBAN DEVELOPMENT

Just over 87% of the population of Endumeni lives in formal urban housing with 3, 1% of the community living in traditional housing and 13,8% on rural farms. In comparison to the rest of the district municipality, the people of Endumeni are generally better off in terms of access to service infrastructure: 79,1% of households have access to electricity for lighting, while 61,9% have access to piped water within the dwelling.



Area	Percentage
Urban	83,2%
Tribal/Tradition	3,1%
Farm	13,8%

1.6.1 CHILDREN

Endumeni Local Municipality is home to a population that is predominantly urban, with only 16,8% living in non-urban areas. The municipality has a population of 64862 with a growth rate of 2.38%. The children with the municipal area accounts for 31.4% of the total population.

Municipality	Census 2011			Community Survey 2016		
	Head of household by age 10 – 14	**Head of household by age 15 – 19**	**Total**	**Head of household by age 10 – 14**	**Head of household by age 15 – 19**	Total
DC24: Umzinyathi	504	2310	2814	658	5987	**6645**
KZN241: Endumeni	36	219	255	14	576	**590**
KZN242: Nqutu	153	672	825	113	1266	**1379**
KZN244: Msinga	213	846	1059	199	2255	**2454**
KZN245: Umvoti	**102**	**573**	**675**	**331**	**1891**	**2222**

CS 2016 (Stats SA)

1.6.2 YOUTH

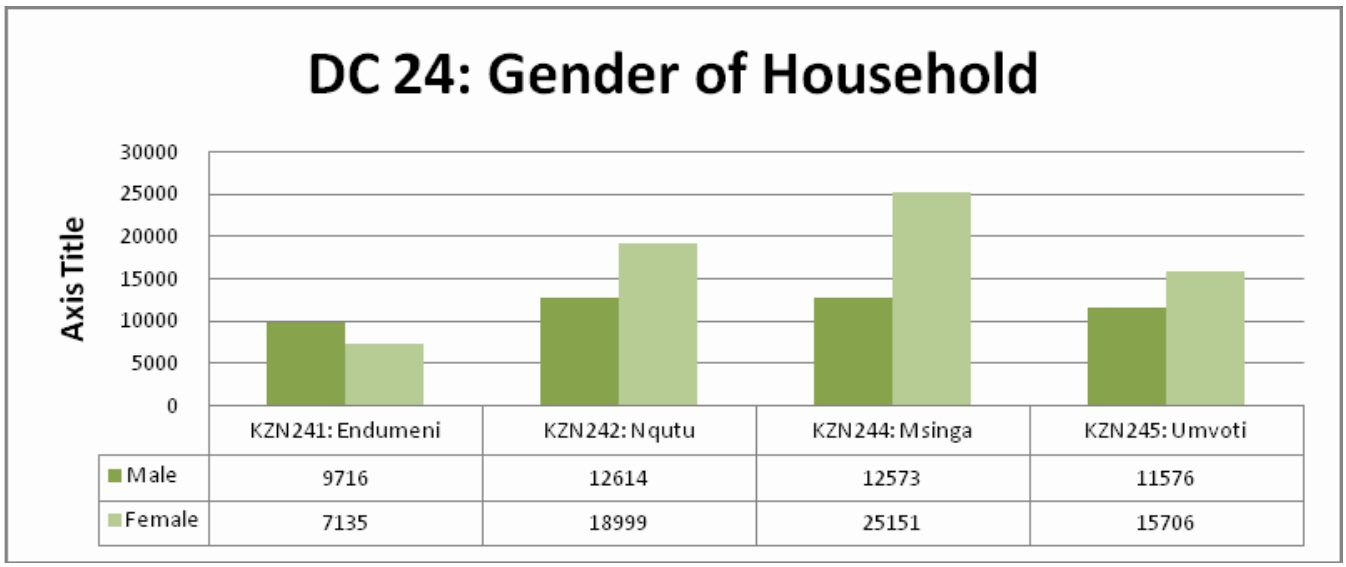
The Municipality has the responsibility of co-ordinating the development and promotion of youth development initiatives, establishment of youth desk and youth structures and implementation of procedures, reporting and upliftment of youth programmes.

1.6.3 WOMEN

According to the demographical data, Endumeni has more females (33 225 which amounts to 51% of the total population) than males. Endumeni Municipality places a very strong emphasis on the employment of women within both the public and private sector.

1.6.4 GENDER HOUSEHOLDS

The female headed households in the district of Umzinyathi have increased dramatically. This puts more responsibility on their shoulders to provide for their families. Undoubtedly, the local economy has to be absorptive of female labour force in order to enable them to discharge their responsibilities. Unfortunately, the increasing unemployment rate also affects the women thereby undermine their capability and capacity to sustain their households.



1.6.5 PEOPLE LIVING WITH DISABILITY

The number of people living with disabilities is estimated at 2 677 which accounts for 4% of the total population. The municipality has adopted policies and practices to ensure that these residents are not excluded from any development initiatives that are championed by council. These include the unbiased employment and recruitment procedures as well as the supply chain management systems.

1.7 KEY FINDINGS INCLUDING TRENDS

The implications that emanate from the above demographics are as follows:

- There has been a consistent population growth between 2, 38% and 2, 83% per annum. This is slightly higher than the national average.
- The area is dominated by youthful population.
- The levels of education have improved given the decrease of people with no schooling and the increase of people with matriculation has increased.
- There are more males than females within the area.

1.8 URBANISATION AND POPULATION OUT-MIGRATION

within the area. A comprehensive analysis of population statistics at ward level by place from 2001 – 2011 suggest the following:

The urban on Outmigration The rural population increased by an overall 20%; Dundee grew by an alarming 42%. This could be ascribed to the role of the area as a service centre and a major growth point of the municipality; Wasbank population also grew substantially by an estimated 31%; and The other urban areas grew by 5% – 8% which is the minimal growth; This suggests that there is an external movement of people who relocate to Endumeni from other areas.

The urbanization process and the rural population out-migration do not seem to be taking place within Endumeni. Urbanization is the increasing number of people that migrate from rural to urban areas and mainly results in the physical growth of the Urban areas. The urban population is increasing much faster than the rural population; however, this cannot be purely concluded as the process of urbanization since rural population is also notably increasing.

Table: URBANISATION AND POPULATION OUT-MIGRATION

RURAL SETTLEMENTS	**CENSUS 2011**		**CENSUS 2001**		**% CHA**
	WARDS	**POPULATION**	**WARDS**	**POPULATION**	
Farmlands	1,	9824	2, 3,	7859	2
TOTAL		**9824**		**7859**	**2**

URBAN SETTLEMENTS	**CE**		**CENSUS 2001**		**% CHA**
	WARD	**POPULATION**	**WARDS**	**POPULATION**	
Dundee	2 &	21106	6	12268	4
Glencoe	3	6416	1	6116	5
Sibongile	4 &	17217	6	15772	8
Sithembile	3	8677	1	7953	8
Wasbank	1	1623	1	1123	3

TOTAL		**55039**		**43232**	**1**

Area	Gr ow	2	2	2	2	2	2051
Dundee	5%	1	2	3	4	7	6 849
Glencoe	2%	6	6	7	9	1	3 304
Sibongile	1%	1	1	1	2	2	5 207
Sithembil	1%	7	8	9	1	1	2 704
Wasbank	3%	1	1	2	2	3	4 635
Farmland	1%	7	9	1	1	1	4 383
TOTAL			**5**	**6**	**8**	**1**	**3 426**

2. CROSS CUTTING INTERVENTION ANALYSIS

2.1 REGIONAL CONTEXT

Endumeni is one of four Local Municipalities located within the District Municipality of Umzinyathi within the valleys of the Biggarsberg Mountain Range with the two main towns of Dundee and Glencoe located at the base of the Indumeni Mountain. Endumeni is located on the northern edge of the Umzinyathi DM and is bordered by the Amajuba District Municipality to the North, the Uthukela District Municipality to the South West, the Msinga Local Municipality to the South and Nquthu Local Municipality to the East. Endumeni constitutes 11% of the Umzinyathi DM.

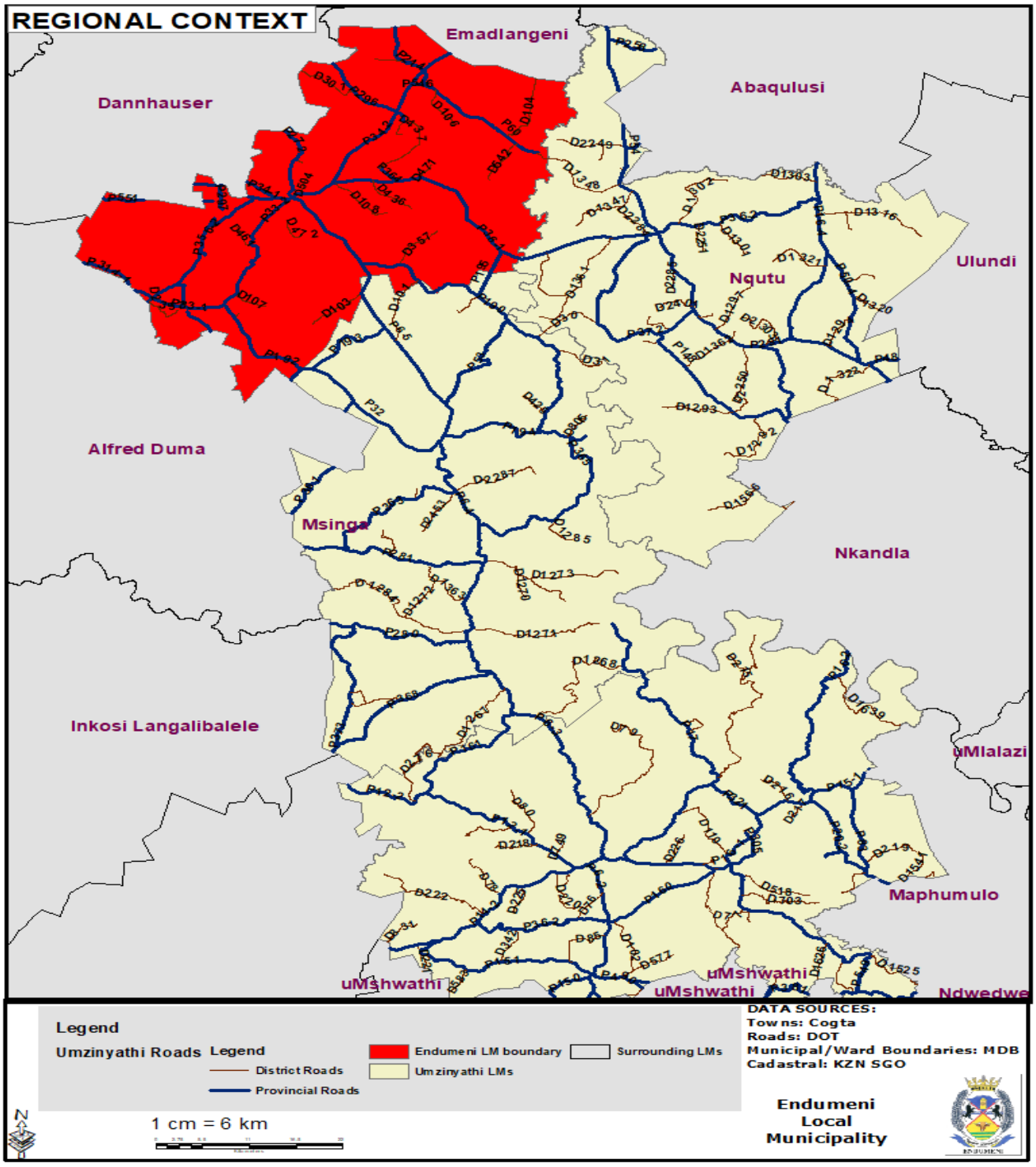
Endumeni is 1,612km^2 in extent, 55km wide from north-east to south-west on the R33/R602 and 30km on the R33/ R621 south- east to north- west. In the context of national transportation systems, the Endumeni Municipality finds itself "out on a limb" situated away from the national road network. At a regional level, the municipality is located on an important regional route servicing the agricultural regions of northern KwaZulu-Natal and southern Mpumalanga.

Endumeni dominates the district economy as it serves as the key administrative, educational and economic centre for the entire district. Dundee is the centre from which tourism based on the cultural heritage of the Zulu Kingdom and 'Battlefields' is emphasized and managed to some extent. Glencoe serves as a secondary centre to Dundee. Together with Amajuba, the area is branded the 'custodian' of the Battlefields region which has international and regional significance. There are no Traditional Authorities within Endumeni Local Municipal jurisdiction.

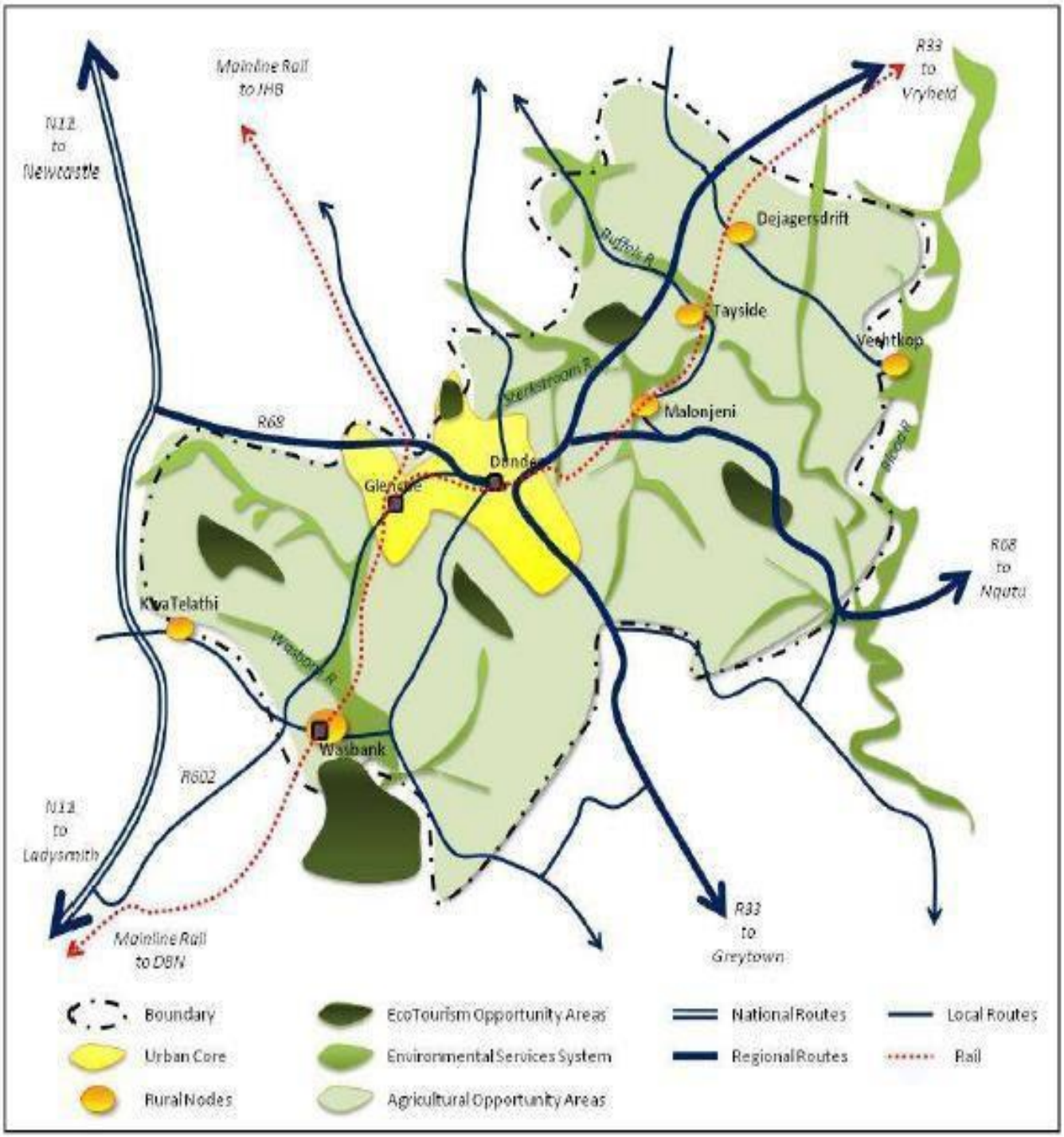
The Endumeni Municipality is unique in that its population is predominantly **urbanized** or based on commercial farms and unlike the other local municipalities in the District there is no tribal authority land. Dundee is the main economic heart of Endumeni and the administrative centre of the region and has a diversified economy ranging from retail and trade, tourism, farming and administrative centre. The municipality is located within a well-developed commercial

agricultural region and hence, it functions as an important regional rural service center serving the surrounding agricultural hinterland. The municipality only comprises of seven (07) wards.

The topography, hydrology and resources of the area have influenced and determined, to some extent, the physical structure of Endumeni, the patterns of settlement and of the land use within the area. The key towns of Dundee and Glencoe are centrally located within the municipal area and a network of roads radiate out from this central core, taking into account also the routes of the railway lines. Outside of this central core, the only other significant settlement node is Wasbank. The remainder of the area is predominantly characterized by commercial farming.A limited number of small concentrations of people are scattered across the north-west sections of the municipal area. Residential density in the area averages 6-8du/ha in the towns of Dundee and Glencoe, whilst the densities of the satellite townships associated with each Sibongile and Sithembile average densities of 30-35du/ha. The settlement form of the towns is suburban in nature with a predominant grid-layout street pattern. The highest intensity land use occurs in the CBD. The pattern of settlement is fragmented which impacts on thresholds for commercial development, community facilities and public transport. Dundee is 10km from Glencoe and 16km from Wasbank.

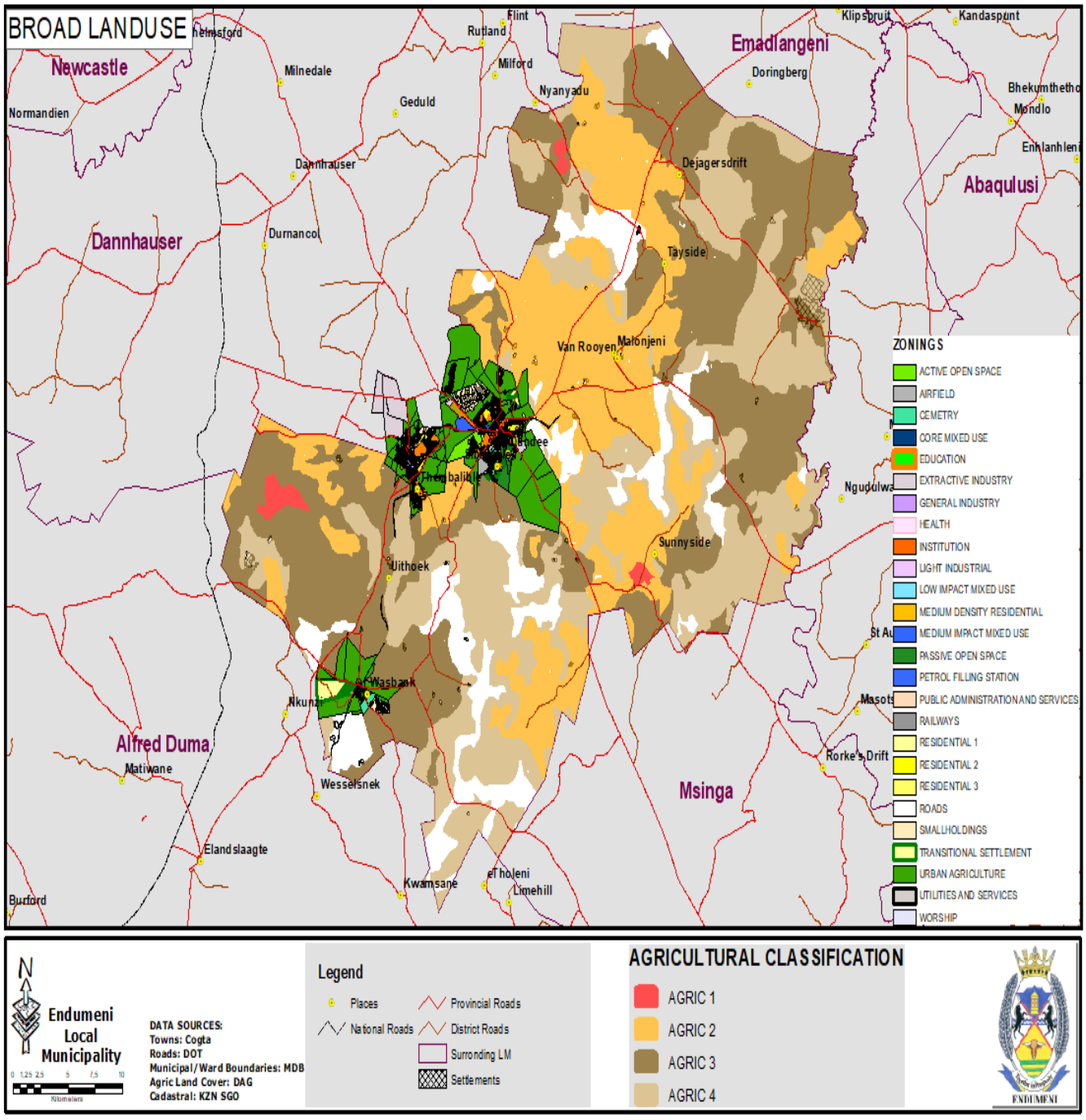


Map 5: Regional Context



Map 6: Conceptual SDF Map

2.2 ENVIRONMENTAL ANALYSIS



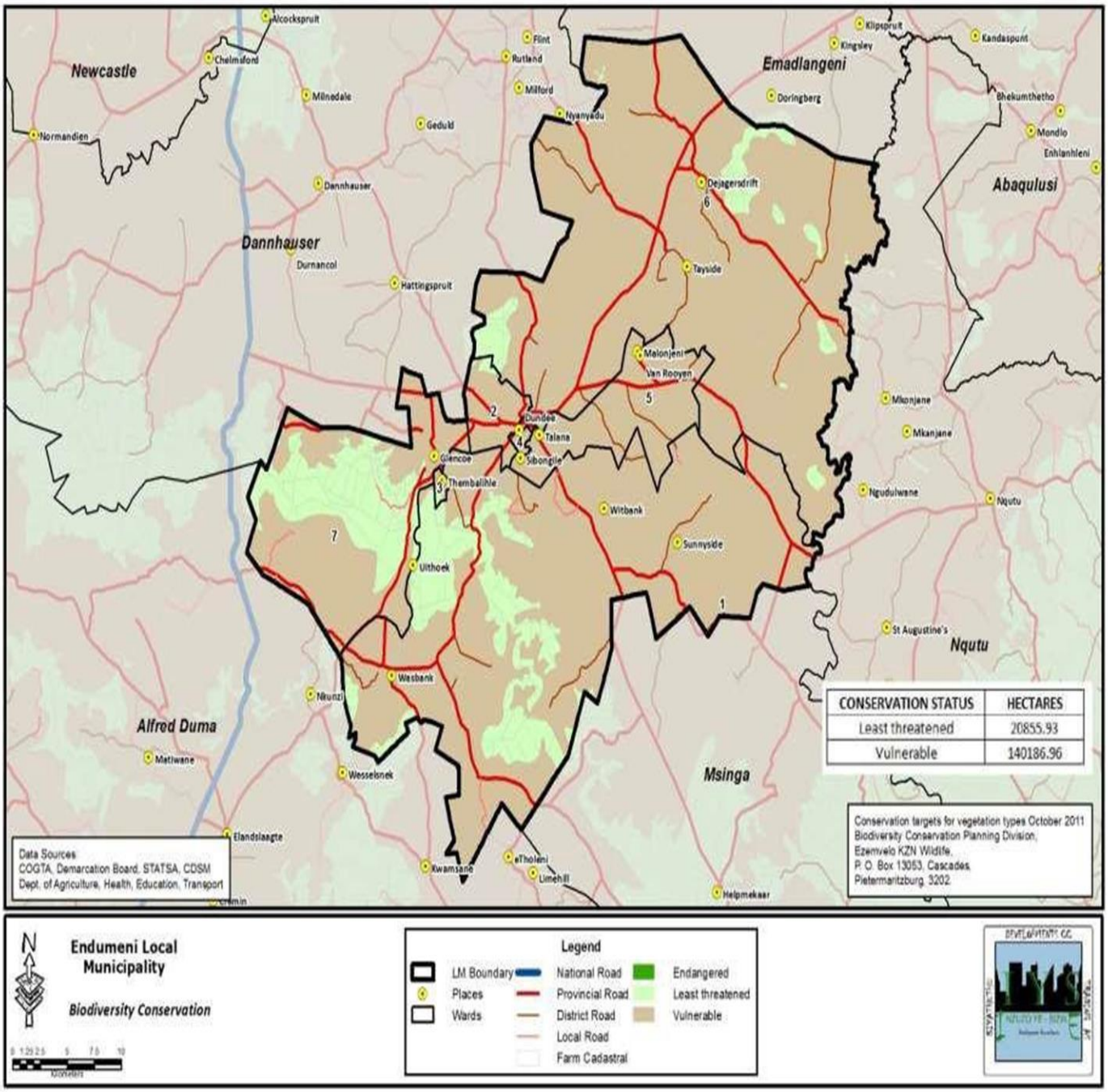
Map 7: Broad Land Use

2.2.1 BIODIVERSITY

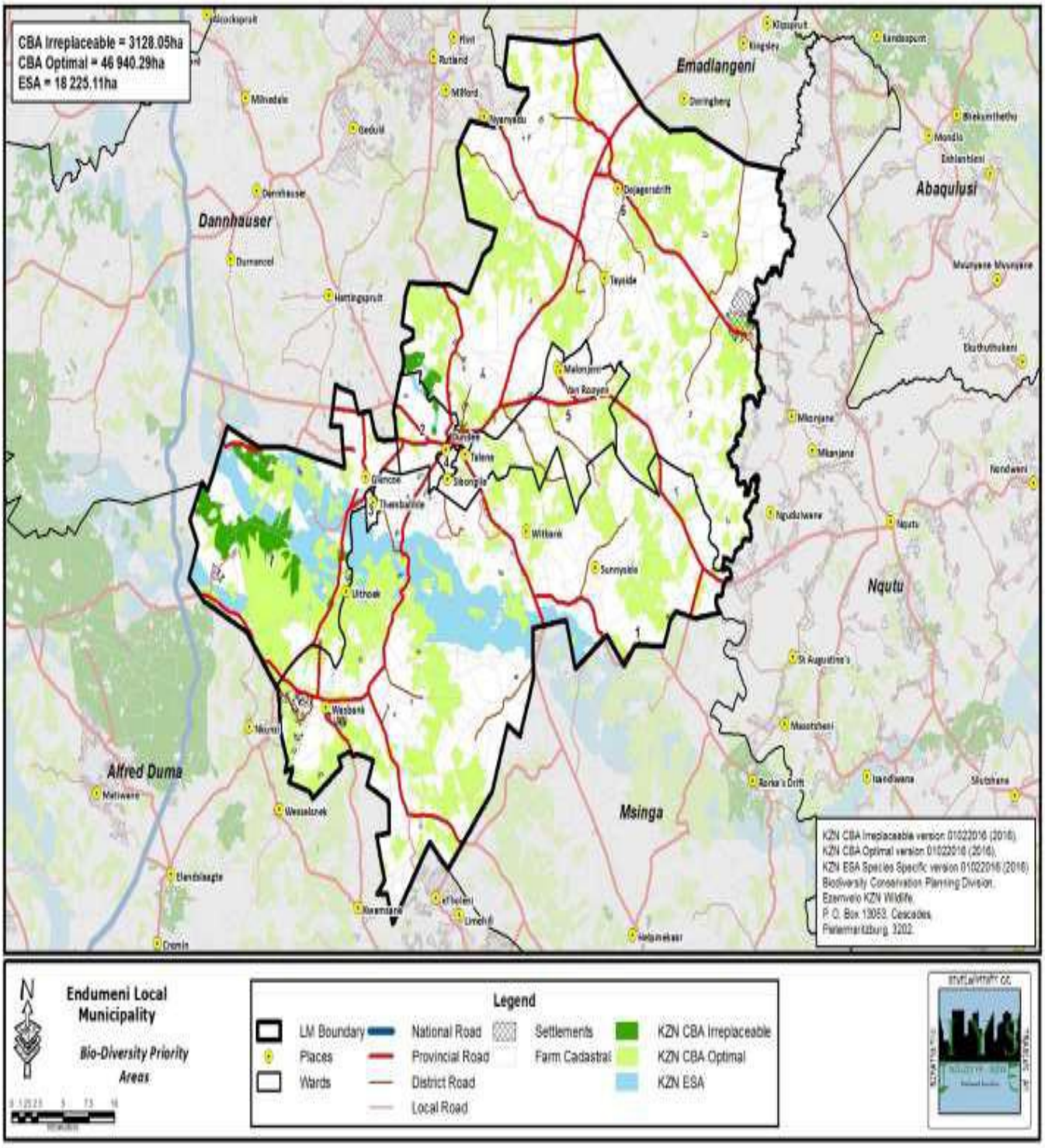
Key biodiversity assets in Endumeni include large natural areas, terrestrial ESA (Ecological support Areas) and terrestrial CBA (Critical Biodiversity Areas). Large natural areas, which covers most of the municipal area, are more likely to remain intact with lower influences of "edge-effects" from adjacent land uses. Intact areas will support ecosystem processes and functionality, which in turn improves biodiversity conservation. Conversely, land use transformation and impacts from anthropogenic influences increase the probability of "edge effects" on important biodiversity areas.

Endumeni Local Municipality has a number of environmental sensitive areas, some of which are not protected. The Municipality does not have any proclaimed protected areas within its jurisdiction, however, there are few areas that are worth conservation which includes Biggarsberg, Dundee Agricultural RS, Ndumeni and Thukela Biosphere. This municipality has extensive area characterised by critical aquatic biodiversity, however according to the Umzinyathi District municipalities environmental profile, Endumeni is dominated by least threatened terrestrial biodiversity. There are no critically endangered (CE) ecosystems within the municipality, majority of the ecosystems fall under the least threatened category.

The healthier and more biodiverse an ecosystem, and the better the maintenance of biodiversity patterns, connectivity and ecosystem processes, the more resilient the biodiversity and ecological support areas will be to climate change impacts.



Map 8: Biodiversity Conservation



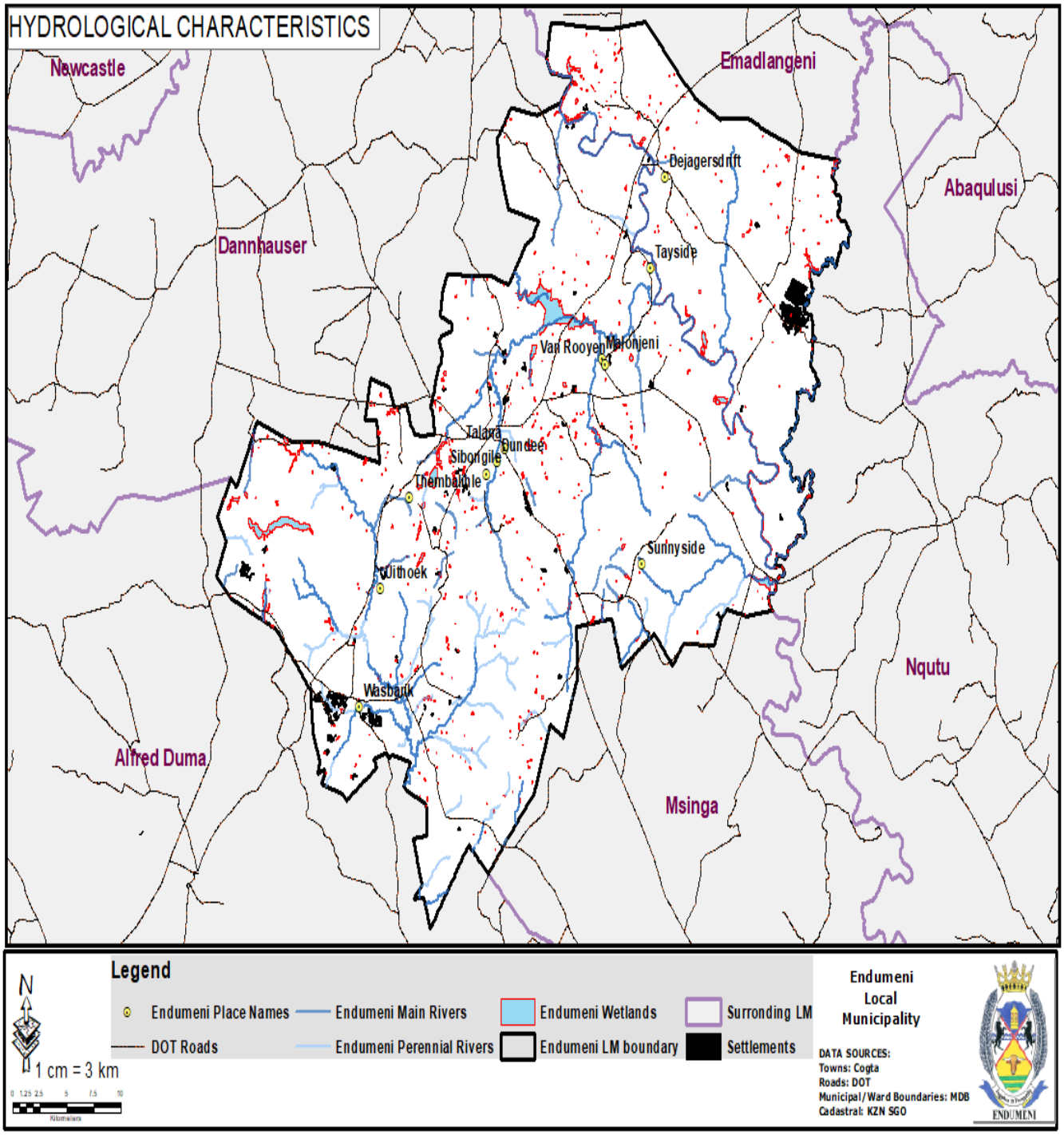
Map 9: Bio-Diversity Priority Area

2.2.2 HYDROLOGY

Endumeni is home to Buffalo River and Wasbank River. The main tributaries of Buffalo River are Njiwati, Sterkstroom or Impathi, the Pondenshalana, Nyende, Eerstelling, Basangoma and Blood Rivers. Wasbank River's main tributaries are Mkomazana, KwaMatchokuza, Busana, Klipspruit, Biggarsgatspruit and Blinkwater Streams. Groundwater resources, perennial rivers and streams and stored water in farm dams are the main sources for stock watering purposes, while river flow and stored water in larger dams are the main sources for irrigation, although high-yielding production boreholes may also be important sources of irrigation water in certain areas. Regarding perennial river flow the Endumeni area is reasonably well-watered with most of the streams. There are also smaller perennial streams on the Dundee plateau.

Freshwater Ecosystem Priority Areas (FEPA) are important water resource and aquatic ecosystems areas that need protection for promoting sustainable water resource use and achieving the freshwater ecosystem goals of the country

The biggest threat in the area is the potential pollution of freshwater sources (surface and groundwater) through decanting of mines (Dysfunctional and active).



Map 10: Hydrological Characteristics

2.2.3 CLIMATE CHANGE

The municipality has a temperate climate, experiencing warm to hot summers and cold winters. Summers are mostly hot with temperatures exceeding 30 °C. Winters are characterized by frost at the beginning of winter for most of the areas in the municipality.

Endumeni Local municipality is situated within the Umzinyathi District Municipality which falls within the Pongola-Umzimkhulu Hydrological Zone, one of six hydrological zones in South Africa (Department of Environmental Affairs 2013a). These hydrological zones not only reflect water management areas but have been grouped according to common climatic and hydrological characteristics (Department of Environmental Affairs 2013a).

The following four climate change scenarios have been described for the Pongola-Umzimkhulu Hydrological Zone in the Department of Environmental Affairs' Long Term Adaptation Scenarios Reports:

- Warmer Wetter Scenario: Increased rainfall in spring.
- Hotter Wetter Scenario: Strong increase in rainfall in spring.
- Warmer Drier Scenario: Decreased rainfall in spring, a strong decrease in rainfall during summer and autumn.
- Hotter Drier Scenario: Decreased rainfall in spring, a strong decrease in rainfall in summer and autumn

2.2.4 STRATEGIC ENVIRONMENTAL ASSESSMENT

It is critical for the development of a strategic environmental assessment plan to identify environmentally sensitive areas in order to direct and manage intensive development away from such areas. The biggest threat to the environment and biodiversity in the municipality is pollution and destruction of environmentally sensitive areas.

2.2.5 ENVIRONMENTAL AREAS

The biodiversity assets within Endumeni LM include large natural areas, terrestrial ESA (Ecological support Areas and terrestrial CBA (Critical Biodiversity Areas). Large natural areas, which covers the majority of the municipal area, are more likely to remain intact with lower influences of "edge-effects" from adjacent land uses. Intact areas will support ecosystem processes and functionality, which in turn improves biodiversity conservation. Conversely, land use transformation and impacts from anthropogenic influences increase the probability of "edge effects" on important biodiversity areas.

The goal within Endumeni is to protect, enhance and expand the existing environmental assets base within exiting urban and built areas but also to utilise the opportunity to establish a more robust and integrated open space system within the undeveloped and agricultural areas that will directly meet the needs of the local communities, as well as, respond to wider municipal and regional environmental planning needs with regard to environmental services planning and

management. The environmental service areas of Endumeni are ill defined and as a result highly pressurised and fragile. The area contains two primary river systems, the Buffela and Blood Rivers, as well as a number of secondary river systems of the Sterkstroom, Mzinyashana, Wasbank, Nsuze and Sandspruit Rivers. Further sensitive areas have been identified and include the Aden Lloyd Nature Reserve and a number of existing eco-tourism areas including sites of historical or cultural significance such as battlefields, as well as private game farms.

The environmental services areas as reflected on the SDF are derived from the Environmental Plans and Land Capability Assessment undertaken for the Endumeni Municipality. Areas so designated within the municipal area include the major wetlands within the area as well as all rivers. In principal, a 50-metre buffer around major water courses have been designated as environmental services, although it is acknowledged that, in practice, the width of the environmentally sensitive portions of rivers will vary. Although the Alden Lloyd Nature Reserve is a formally protected area, it has not been included under this land use category as it is intended that, whilst it should be managed according to the aforementioned principles, it should also enjoy greater exposure tourism/recreation area and, hence, is accorded an alternative designation.

Endumeni is among a number of municipalities that have had large areas of vegetation transformed because of one kind of land use or another. As is evident in areas within the south/ west of Endumeni in the vicinity of Glencoe and Dundee have experienced widespread land transformation. A number of areas within Endumeni have been flagged for potential biodiversity conservation. The irreplaceable KZN CBA areas are found within the north of Dundee and few farmlands on the north of Wasbank.

Early identification and protection of core and amenity open space elements in the various river systems. Protection of conservation areas for eco-tourism opportunities i.e. Aden Lloyd Nature Reserve, Kamelkop, Ilanga Game Ranch, Botha Group Game Ranch etc. Protection and enhancement of areas of cultural and historical significance i.e. Fort Pine, Alana Museum, Maria Ratschitz Mission, Karel Landsman's House etc.

Table 5: SPATIAL ENVIRONMENTAL TRENDS

Spatial issues	Spatial strategies
• The municipality is located within a well-developed commercial agricultural region and hence, it functions as an important regional rural service center serving the surrounding agricultural hinterland. • Its location away from the national road network limits any potential development benefits that might otherwise accrue to the Municipal area. The implication is	• Promote a more compact urban form by focusing on and densifying existing urban nodes • Promote a more efficient use of infrastructure, nurture and protect higher potential agricultural land and ensure the appropriate level of protection to environmentally sensitive areas • Promote economic opportunities,

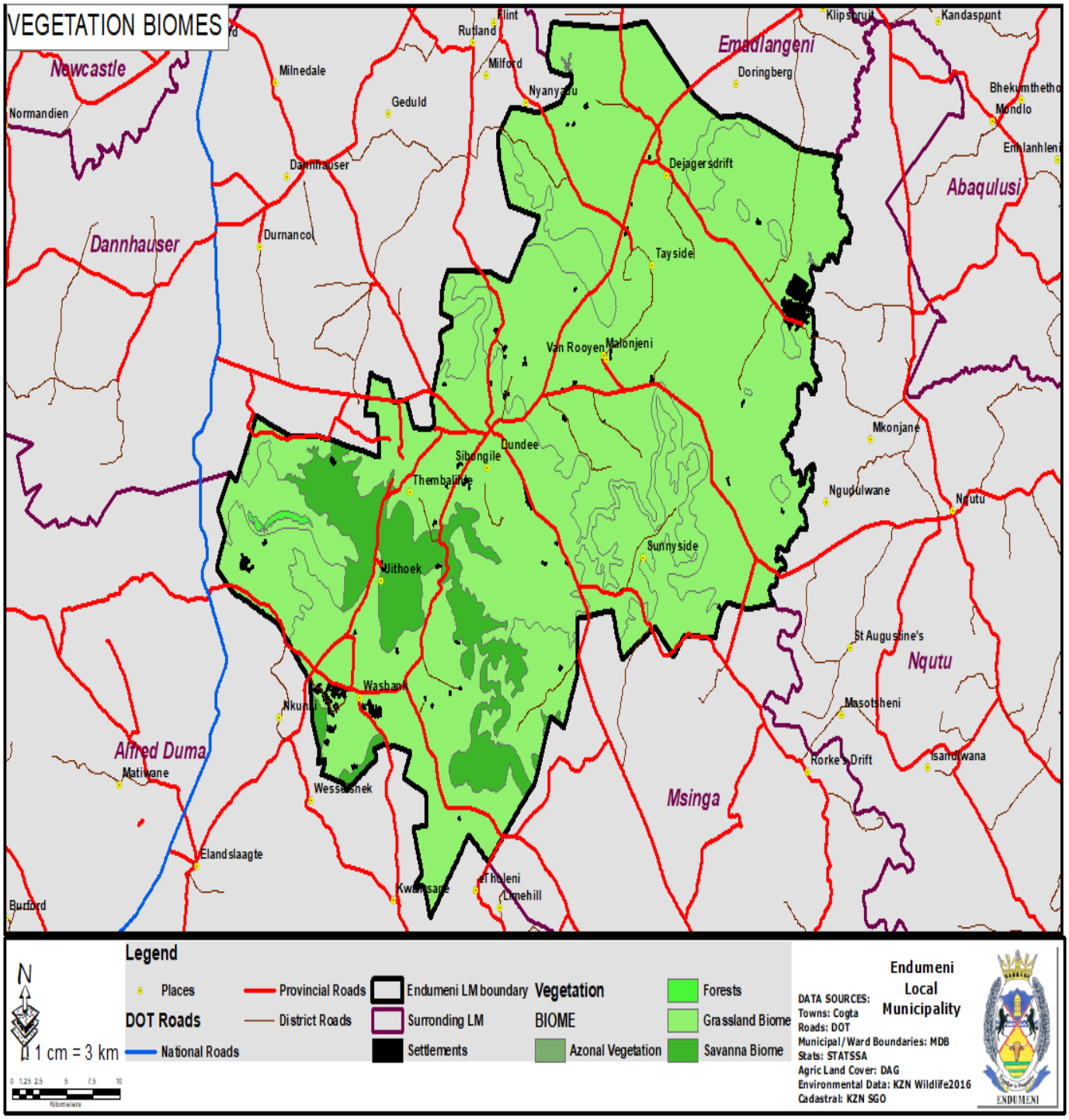
that the Municipality needs to look to its own strengths and • comparative and competitive advantages in order to grow its economy, rather than being able to 'piggy- back' on any spin-offs from development arising from the two main development axes of the Province	including LED and tourism, in appropriate localities and ensure that land use within the municipal area will be able to be managed in a balanced and integrated manner • Promote opportunities for land reform • Accommodate new housing development areas

2.2.6 ENVIRONMENTAL ANALYSIS

RIVERS, HYDROLOGICAL WATER FEATURES AND ECOSYSTEM

Endumeni is home to Buffalo River and Wasbank River. The main tributaries of Buffalo River are Njiwati, Sterkstroom or Impathi, the Pondenshalana, Nyende, Eerstelling, Basangoma and Blood Rivers. Wasbank River's main tributaries are Mkomazana, KwaMatchokuza, Busana, Klipspruit, Biggarsgatspruit and Blinkwater Streams. Groundwater resources, perennial rivers and streams and stored water in farm dams are the main sources for stock watering purposes, while river flow and stored water in larger dams are the main sources for irrigation – although high-yielding production boreholes may also be important sources of irrigation water in certain areas. Regarding perennial river flow the Endumeni area is reasonably well-watered with most of the streams. There are also several smaller perennial streams on the Dundee plateau.

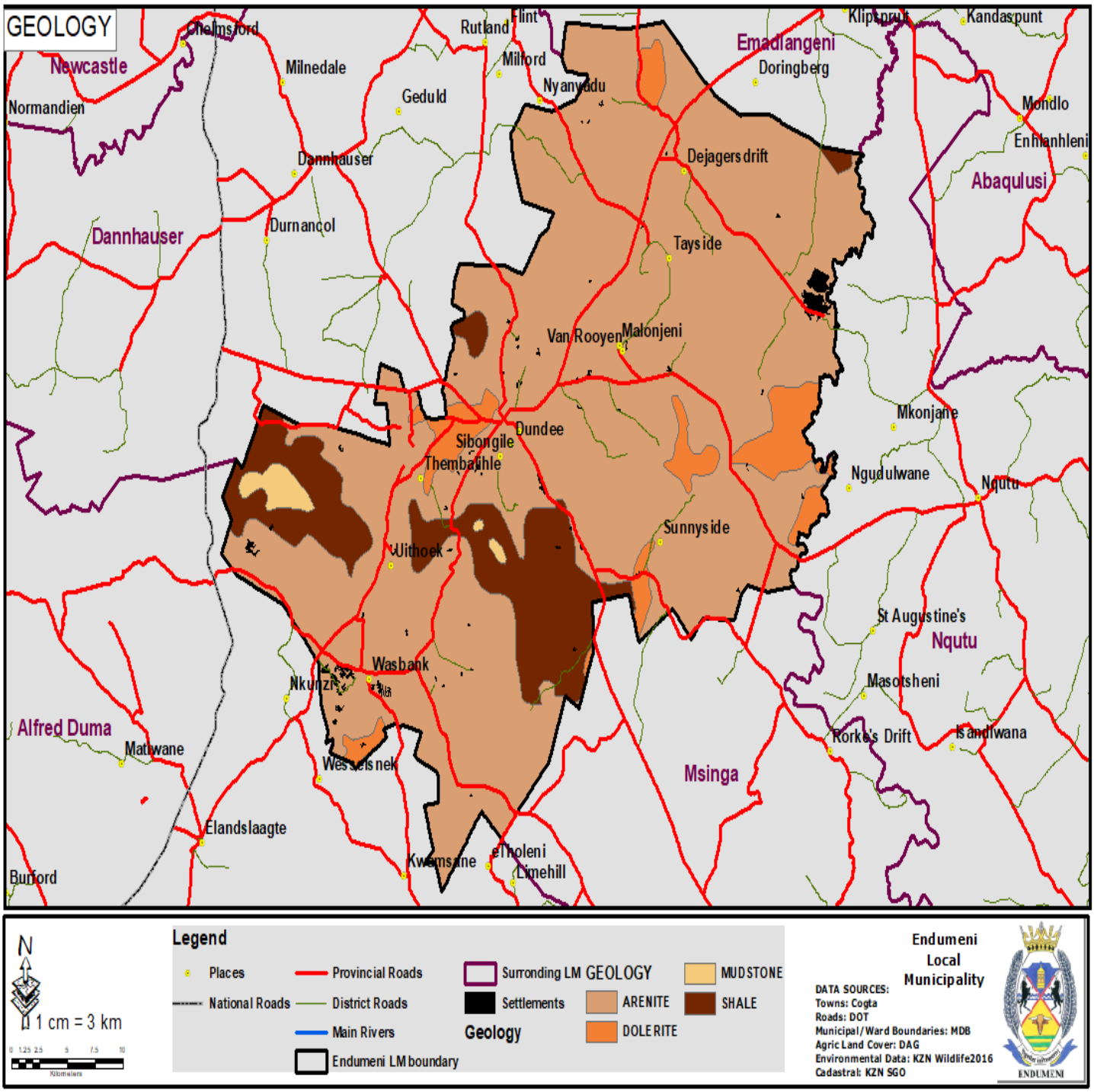
freshwater Ecosystem Priority Areas (FEPA) are important water resource and aquatic ecosystems areas that need protection for promoting sustainable water resource use and achieving the freshwater ecosystem goals of the country. The National Water Act (1998) recognizes that water is a scarce resource and that there is a need for the integrated management of all aspects of water resources. The National FEPA project aims to achieve such integration with the National Environmental Management Biodiversity Act (2004). The implementation of the measures in this Act must be improved in the area, specifically in respect of the protection, conservation, and sustainable use of the water resource assets in the Endumeni. The biggest threat in the area is the potential pollution of freshwater sources (surface and groundwater) through decanting of mines (difunctional and active).



Map 11: Vegetation

2.2.7 GEOLOGY

Endumeni Municipality comprises of a range of soil geology formations which includes Arenite, Shale and Dolerite. The geology of the site includes Arenites.
Arenites is a sedimentary geological formation found in Karoo Basin region of Southern Africa. It is carbon-rich sedimentary deposit; owing to the high vegetation content of the original sediment i.e. some of the areas that have this type of geological formation contain mineral occurrences for coal mining. Shale is a fine-grained, clastic sedimentary rock composed of mud that is a mix of flakes of clay minerals and tiny fragments (silt-sized particles) of other minerals, especially quartz and calcite. The ratio of clay to other minerals is variable. The study area is known for being underlined by the Vryheid formation of the Ecca Group, in geohydrology, the Ecca group is known for its high yielding capacity. Shale is characterized by breaks along thin laminae or parallel layering or bedding less than one centimeter in thickness, called fissility.



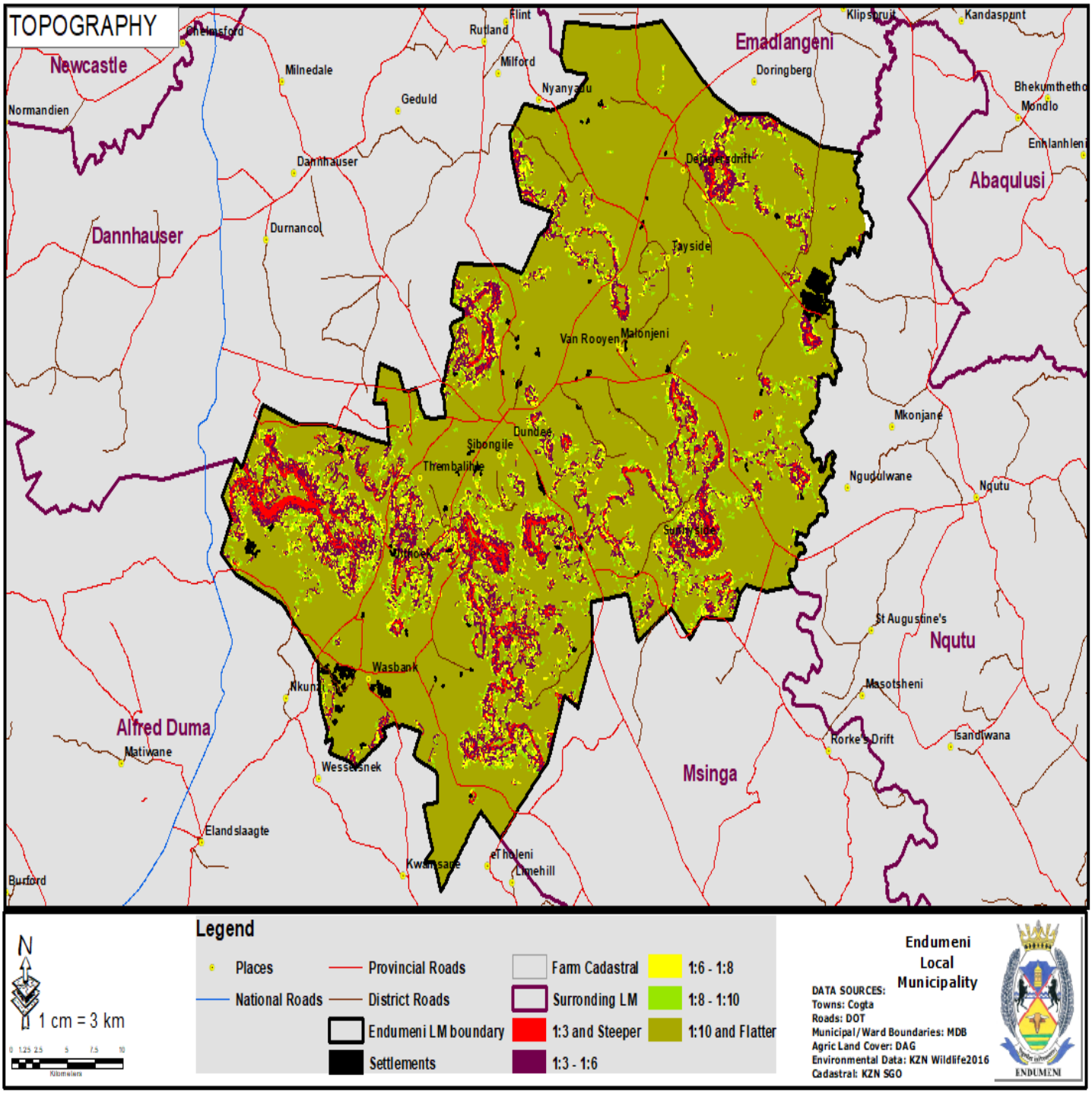
Map 12: Geology

Shales are typically composed of variable amounts of clay minerals and quartz grains and the typical color is gray. Addition of variable amounts of minor constituents alters the color of the rock. Dolerite is also widely distributed into both groups of sediments. Although the dolerites occur over large areas, there are usually underlain by shale even on what appears to be dolerite ridges. This also implies that these tend to be very narrow and shale is the most predominant parent material. There are poorly drained soils that occur on older alluvial.

2.2.8 SLOPE ANALYSIS

Endumeni is a generally flat area from a topographical point of view. The broad pattern of slopes in the study area is as follows:

- On the flanks or side slopes of the Biggarsberg mountains and other isolated mountains and koppies as well as along the escarpments separating the higher plateaux and the lower plains: generally steep slopes in the 20-40% range.
- Below these steep rugged areas there is usually a strip of footslope colluvium with slopes typically in the 5-10% range.



Map 13: Topography

On both the higher plateaux and the lower plains, but away from the mountains, koppies and scarps: a pattern of wide gently sloping convex ridges with slopes typically in the 0-4% range but with slightly steeper side slopes before the slope pattern changes from convex to concave-sloping watercourses and fringing areas. Most of the urban developed areas within Endumeni Municipality are located within a flat terrain which implies that further expansion of these areas may not be subjected to any hindrances from a topographical point of view.

2.2.9 CONSERVATION AND PROTECTED AREAS

Endumeni Municipality does not have any proclaimed protected areas within its jurisdiction. However, there are few areas that are worth conservation which includes Biggarsberg, Dundee Agricultural RS, Ndumeni and Thukela Biosphere.

2.3 CLIMATE CHANGE

October and (screen) temperatures may fall below 0 degrees C on 14 days in a year. The area lies in the summer season rainfall category, 90% of the mean annual rain falling between September and April. Average annual totals range between 800 and 900mm on the higher ground – the Biggarsberg, decreasing to 725-750mm in the Buffalo River valley and falling to 750mm on the western edge of the Biggarsberg. Likewise, the number of rain days total between 70 and 80 along the ridges of high ground, falling to 60 days or less in the 'rain-shadow' valleys. Most of the rainfall arrives in the form of thunderstorms, intense falls of short duration, often restricted to small areas. Some 35 'thunder days' can be expected each year but only 25% of the thunderstorms produce more than 10mm of rain. Hail occurs between two and three times per year. This is significantly less than areas closer to the Drakensberg where the incidence of hail can rise to 8 days in a year.

Mean annual Temperatures vary between 15 degrees Celsius along the higher ground of the Biggarsberg, rising to nearly 180C along the lower altitude Buffalo River with a standard deviation of about 0,5 degrees C. Extreme maximum temperatures may reach 400C in the valleys around January and minimums can fall as low as -70C in the winter months. Frost is a

2.4 DEVELOPMENT CORRIDORS

The development corridors within Endumeni have been located with a provincial context and are therefore named accordingly.

2.4.1 PRIMARY CORRIDOR

The primary corridor within the region is the N11 (Ladysmith to Newcastle). Whilst the N11 does not pass through Endumeni it does provide access to the R602 and R68 for access to the area from the west. This is a key industrial and agricultural corridor.

2.4.2 SECONDARY CORRIDOR

The R33 and R621 form the central spine of the secondary provincial priority corridor. The focus of this corridor is agriculture and tourism.

2.4.3 TERTIARY CORRIDORS

These comprise the lower order roads within the municipal area, including the R33 from Dundee to Wasbank and the R68 to Nqutu and the R33 to Vryheid. Although they are lower order roads, they play an important role in enhancing accessibility to a number of the rural settlements within the municipal area.

2.4.4 ACTIVITY CORRIDOR

Mixed use activity corridors are located within Dundee and Glencoe. These routes offer an opportunity to provide the highest range and intensity of mixed use activities.

2.4.5 NODES

- PRIMARY NODE - DUNDEE

An existing multipurpose business, administrative, social service and intermodal transportation terminal centre that services the surrounding urban and rural communities of Endumeni and its neighbouring municipal areas. Dundee is home to the headquarters of the Umzinyathi District Municipality.

- SECONDARY NODE - GLENCOE

This is an existing secondary node that serves the greater Glencoe community with a mix of commercial and social services. The role of the node is to provide essential 'day to day' commercial needs and social and commercial services to immediately adjacent communities. The node should be consolidated with Dundee to form an urban core for Endumeni Local Municipality.

- RURAL SERVICES NODE - WASBANK

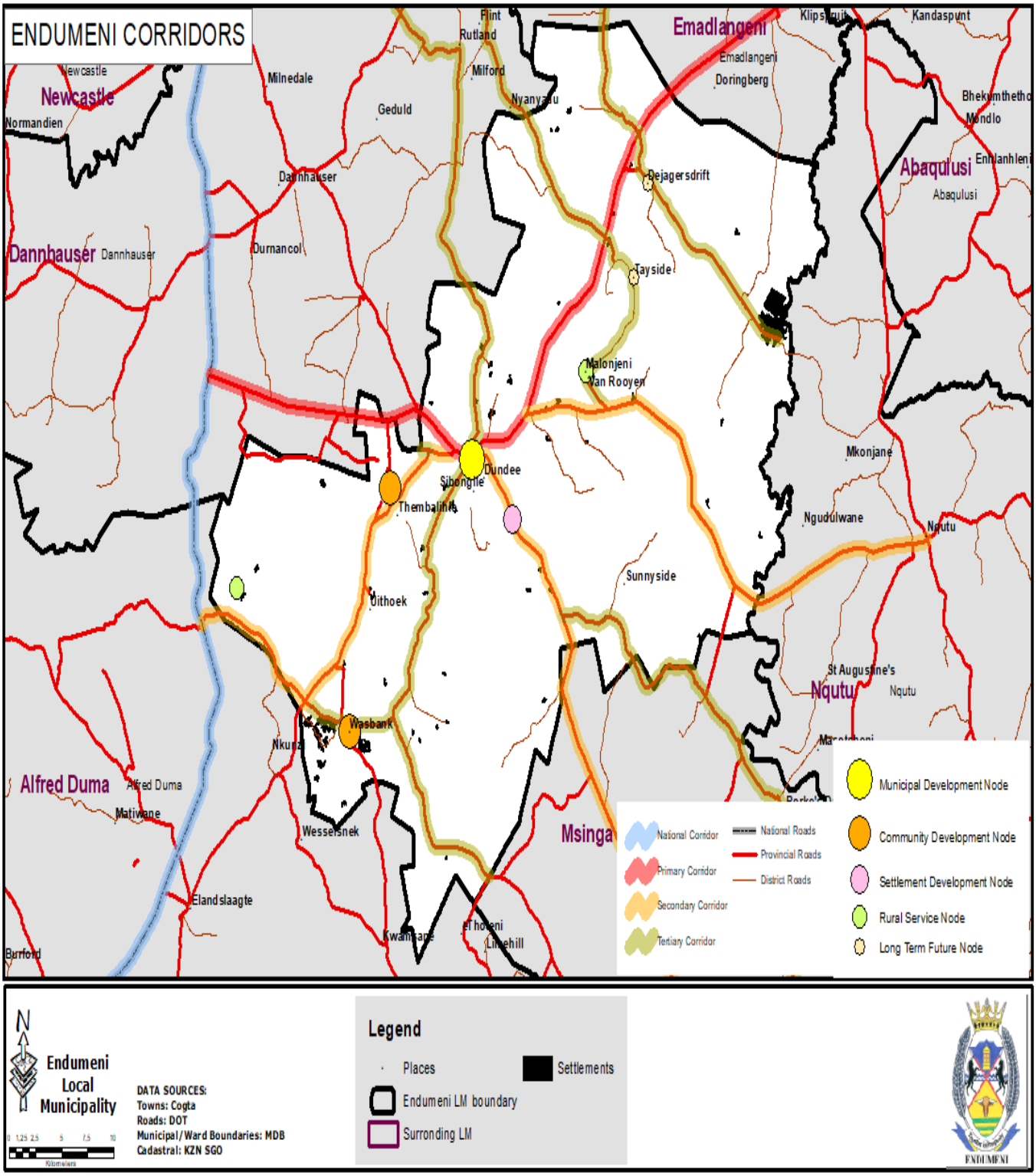
An existing settlement that serves the southern region of Endumeni, Wasbank should be consolidated and/or enhanced as village centre that provides support to the development of the rural and agricultural hinterlands of Endumeni.

- RURAL SERVICES SATELITE NODES

Further Rural Service Satellite Nodes are proposed in areas where there is a significant concentration of rural population:

De Jagersdrift Vechtkop Tayside	Malonjeni KwaTelaphi

These nodes **perform** a similar function to the rural services node but the provision of social facilities can be provided in a non-permanent manner. Such facilities should include mobile clinic, school, mobile welfare services, mobile banking services, postal services, and a basic sports facility.



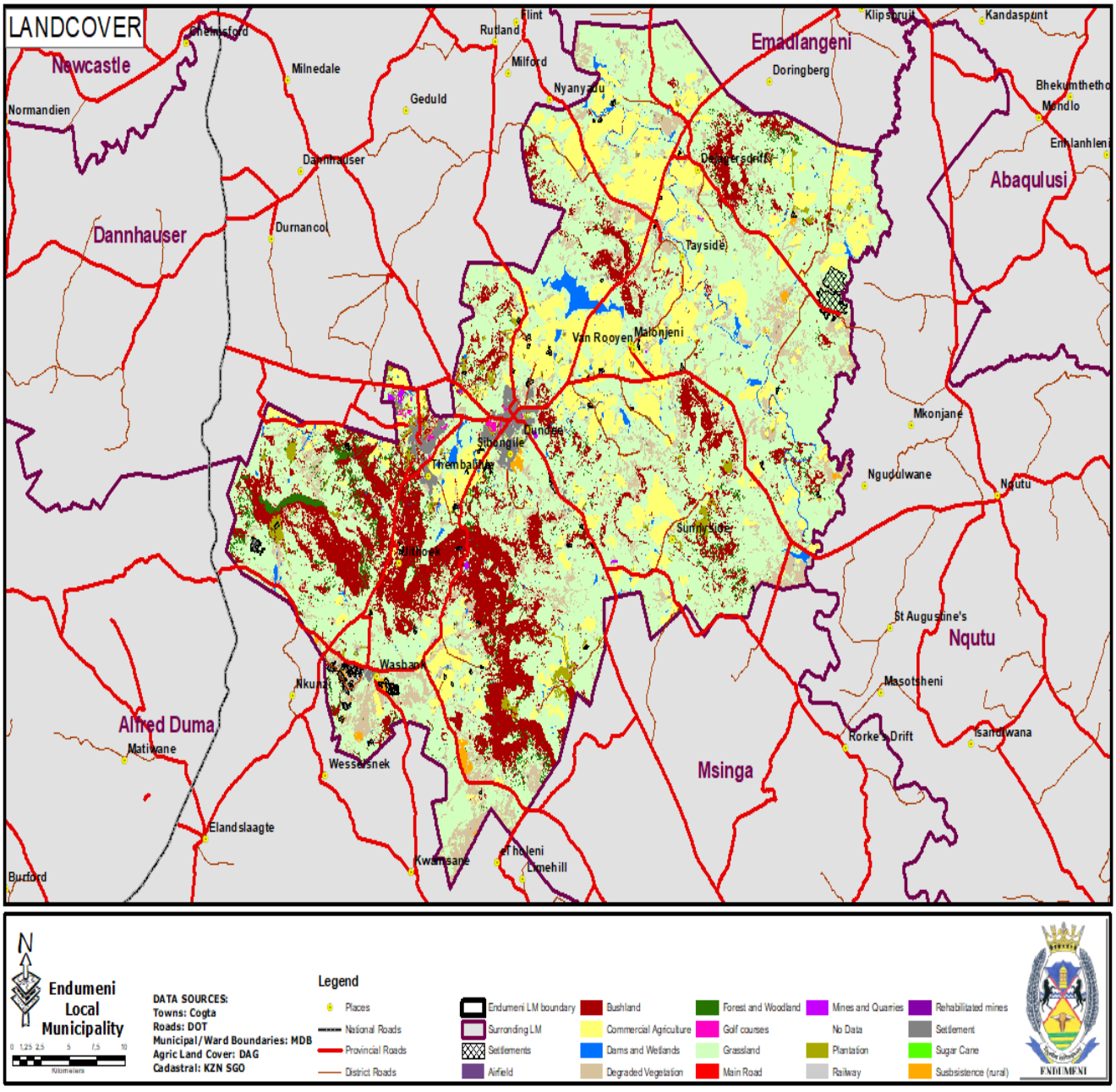
Map 14: Endumeni Corridors

2.4.6 LAND COVER AND BROAD LAND USE

LAND COVER

The land cover of Endumeni Municipal Area can be categorized as follows:

- Urban/ Built-up areas – which includes the dense settlements and towns of Dundee, Glencoe and Wasbank.
- Mountainous areas – which are mostly found on the southern part of Glencoe and few steep/ hilly areas that are spread around different parts of the municipality.
- Natural Grasslands – which are mostly found within the farmlands.
- Surface Water (Rivers, Dams and Tributaries) – which includes Buffalo River and its associated tributaries.



Map 15: Land Cover

BROAD LAND USES

Current land use patterns have evolved in response to the spatial structure of Endumeni, settlement patterns, the natural environment and regional access routes and reflects the predominately rural nature of the region within which Endumeni is located. The land use categories are not highly diversified and can be outlined in the below map.

2.4.7 SPATIAL AND ENVIRONMENTAL SWOT ANALYSIS

SPATIAL ANALYSIS AND ENVIRONMENTALANALYSIS	
STRENGTHS	**WEAKNESS**
SDF in place	Lack of Implementation of the SDF
Existing baseline procedure in place to guide and regulate development	Lack of enforcement of building control and compliance
Availability of farm/ agricultural land, e.g. municipal owned and LRAD land	Less focus on potential development nodes (tertiary nodes)
Town effectively linked in terms of transportation	Lack of a strategic environmental assessment plan
Environmental planning capacity	Lack of implementation of IWMP
GIS Capacity	
IWMP in place	
OPPORTUNITIES	**THREATS**
Geo-referencing of municipal projects	Lack of new investment into the municipal area
Linkage of the District Infrastructure Plan to SDF	Loss of revenue due to lack of building control and compliance
Job Creation through removal of alien plants and green town	Climate change
Identification and establishment of Truck stop	Degraded environment and soil erosion
Promotion of Public Investments in potential nodes. i.e. Develop strategies, activities should be linked to nodes as to sustain them.	
Obtaining cleanest/greenest town status	

Job creation through the eradication of alien vegetation	
Development of SEA and climate change response strategy	

2.5 DISASTER MANAGEMENT ANALYSIS

2.5.1 MUNICIPAL DISASTER MANAGEMENT CENTRE

The focal point of all in disaster risk management lies in the disaster management, fire and rescue services Centre. The Centre is required to fulfil crucial or important disaster management, fire and rescue functions namely:

- Planning;
- Institutional Capacity;
- Capacity building;
- Response and Recovery;
- Funding

The disaster management, fire and rescue services are strategically placed under the fire station to meet all the requirements as they are first line of responders during disaster and fire incidents. Disaster management, fire and rescue services fall under the office of the Municipal Manager with the intention to report direct to an Accounting Officer.

In terms of the Disaster Management Act (Act No.57 of 2002), Section 43 -50 outlines the establishment and functions of the Centre to ensure an integrated and coordinated approach to Disaster Risk Management within the district.

Endumeni Disaster Management Centre was established in August 2003, is fully functional and it runs 24/7. The Centre is co-shared with uMzinyathi district Municipality as their own disaster management Centre is under construction. The Centre Control Number (034 – 21 222 22).

2.5.2 STATUS OF DM & FIRE SERVICES

Endumeni Local Municipality has successfully appointed a Senior Manager in Disaster Management, Disaster Management Officer, and Fire Station Officer. A second Disaster Management Officer post has recently been advertised to capacitate a component, from fire rescue services two shift - leaders and six (6) professional fire fighters and 10 fully qualified Volunteers under EPWP. All fire - fighters are trained in the following field: Fire Fighting 1&2, Hazmat, Operations and Awareness education. The Senior Manager in Disaster Management

report directly to the Municipal Manager (MM). Part of the support from DDMC are the volunteers who have received training in the following:

- Basic Firefighting
- Basic First Aid
- Communication
- Basic Disaster Management

2.5.3 RESOURCES

Vehicles

Disaster Management and Fire Emergency Services unit has two vehicles. There are also two fire engines, one sake-bakkie and one bakkie additionally.

Offices

Offices are situated at 8 Diaz Road, Dundee. The offices have a training Centre, sleeping quarters, and a smoke room

provided for fire training. The uMzinyathi District Municipality is responsible for the coordinating and regulation of fire services within its area of jurisdiction in line with the Local Government Municipal Structures Amendment act 33 of 2000.

2.5.4 STATUS OF MUNICIPAL DISASTER MANAGEMENT POLICY FRAMEWORK

Section 42 of the Disaster Management Act (Act 57 of 2002) states that each metropolitan and each district municipality must set up and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area. The Endumeni Local Municipality currently has no municipal disaster management policy framework, but the municipality applies the national and provincial disaster management policy framework for guidance and direction regarding Municipal disaster management affairs, which is in line with the Nation disaster management policy framework

2.5.5 STATUS OF DISASTER MANAGEMENT PLAN

The Disaster Risk Management Act (Act No.57 of 2002), makes provision in Section 53 that each municipality must prepare a disaster management plan for its area according to the circumstances prevailing in the area. The local sphere of government is the first line of response and responsibility in the event of a disaster occurring or threatening to occur. In terms of the Disaster Management Act of 2002, the Local Municipality is responsible for the co-ordination and management of the disaster incident until such time that the responsibility escalates to a higher level of Governance. Through disaster risk management planning and effective co-ordination of all line function response agencies is, therefore, key to saving lives and limiting damage to property, infrastructure and the environment. In 2013, the municipality developed

its management plan which was adopted in the same year. The DMA requires that it be reviewed. It is currently being reviewed with the support of the District and Provincial Disaster Management Centre.

2.5.6 MUNICIPAL DISASTER MANAGEMENT INTER-DEPARTMENTAL COMMITTEE

The Endumeni Local Municipality has not established a Municipal Inter – Departmental Committee because middle, senior management representatives of the designated line function departments within the municipality are members of the Endumeni Disaster Management Advisory Forum. This is an internal coordination forum at manager's level where decisions from the Advisory Forum can be implemented and tracked, that forum helps Endumeni Municipality in performing its functions and responsibilities in terms of Disaster Management. for this plan to be implemented successfully it is imperative for the Management Committee to adopt disaster management as a standing agenda point of the meeting. This will ensure that disaster risk management is addressed on a regular and ongoing basis.

2.5.7 DISASTER MANAGEMENT ADVISORY FORUM

Section 51 of the Disaster Management Act (Act 57 of 2002) states that district municipalities may establish a municipal disaster management advisory Forum. According to subsection (1) a forum is a body in which the municipality and other key stakeholders consult one another and co-ordinate their actions on matters relating to disaster management in areas under their authority.

The Disaster Management Advisory Forum of Endumeni Local Municipality was established on 1 March 2011. It is composed of representatives from several relevant organizations who are properly delegated to make decisions on behalf of their organizations. There is commitment and consistency of membership. The roles and functions of the Endumeni Disaster Management Advisory Forums are listed below:

- Be the point of coordination for all the role - players;
- Facilitate cooperation between District, Local and key role - players;
- Develop the capacity and understanding about disaster management amongst the key role - players;

Develop resource sharing arrangements around financing including the delivery of emergency services and responding to emergencies or disasters and;

Report to key stakeholders including the municipal council, province and national on matters of disaster management. There is also the practitioner's forum in the level of a District Municipality, which is a planning team with the main objective of coordinating the daily operations of disaster management. This team allows the local municipalities to engage with one another and share their experiences, lessons learned and planning exercise. At the same time enable the district to coordinate

The functions and operations on a district level to ensure that there is no duplication of activities and all aspects of disaster management are dealt with by a responsible authority;

The Committee meets at least four times a year in order to facilitate the best possible co – ordination within District, Province and the municipality. The Disaster management advisory forum exists for integrated and co- ordinations amongst Municipalities as Disasters are usually not limited within political boundaries.

2.6 DISASTER MANAGEMENT & FIRE SERVICES SWOT ANALYSIS

The table below provide strengths, weaknesses, opportunities and threats of Endumeni Disaster Management, Fire and Rescue Services.

Table 6: SWOT Analysis

STRENGTHS	**WEAKNESSES**
Attributes of the Municipality that is helpful to achieving compliance with the Disaster Management Act and the municipal responsibility in terms of the disaster management principles: ➢ Disaster Management Plan in place ➢ Disaster Management Framework in place ➢ Contingency Plan in place ➢ Sector Plan in place ➢ Disaster Risk Profile in place ➢ Priority risk of municipality significance have been identifying, assessed and documented Hazard assessment studies, reports associated maps	Attributes of the Municipality that is harmful to achieving compliance with the Disaster Management Act and the municipal responsibility in terms of the disaster management principles: Finance: ➢ Awareness Campaigns ➢ Standby allowance for response ➢ Office space and furnisher/ equipment ➢ Shortage of staff
OPPORTUNITES	**THREATS**

External conditions related to the Municipality that are helpful to successful completion of the project and complying with the Act and the municipal responsibility in terms of the disaster management principles:	External conditions related to the Municipality that may hinder the successful completion of the project and complying with the Act and the municipal responsibility in terms of the disaster management principles:
➢ Interdepartmental corroboration especially in drafting the IDP to ensure identification of Disaster Related Projects ➢ Endumeni disaster component should participate in the municipal planners' forum, to cap chronic lack of coordination and inferiority of disaster management functions and priorities.	➢ Climate change ➢ Capacity - funds, working space ➢ Environmental degradation ➢ Extreme temperatures

2.6.1 CHALLENGES FOR DM AND FIRE SERVICES AS PER SWOT ANALYSIS

- Disaster Management, fire and rescue services are acutely aware of the following challenges as per SWOT Analysis;
- Late reporting of incidences during emergency
- Late responding to incidents due to lack of standby Allowance for response
- Under-staffed, i.e. during fire season it is difficult to for them to extinguish 3 or more fires at different places
- Office space and furnishers
- Capacity funding
- Lack of investment in disaster risk reduction
- Lack of political commitment on disaster risk reduction
- Stationed in Dundee town of which it cannot reach house fires incidences in rural communities in time
- Late reporting of incidences during emergency

2.6.2 DISASTER RISK ASSESSMENT

The Endumeni Municipality risk profile has been developed or in place. It was conducted as ward-based risk assessment in consultation with various community structures. The disaster risk assessment information generated by the uMzinyathi District Municipality was used to produce an indicative risk profile of Endumeni Local Municipality. The risk profile includes maps that fully represent hazards and disaster risk rating maps, vulnerability, and capacity of Endumeni

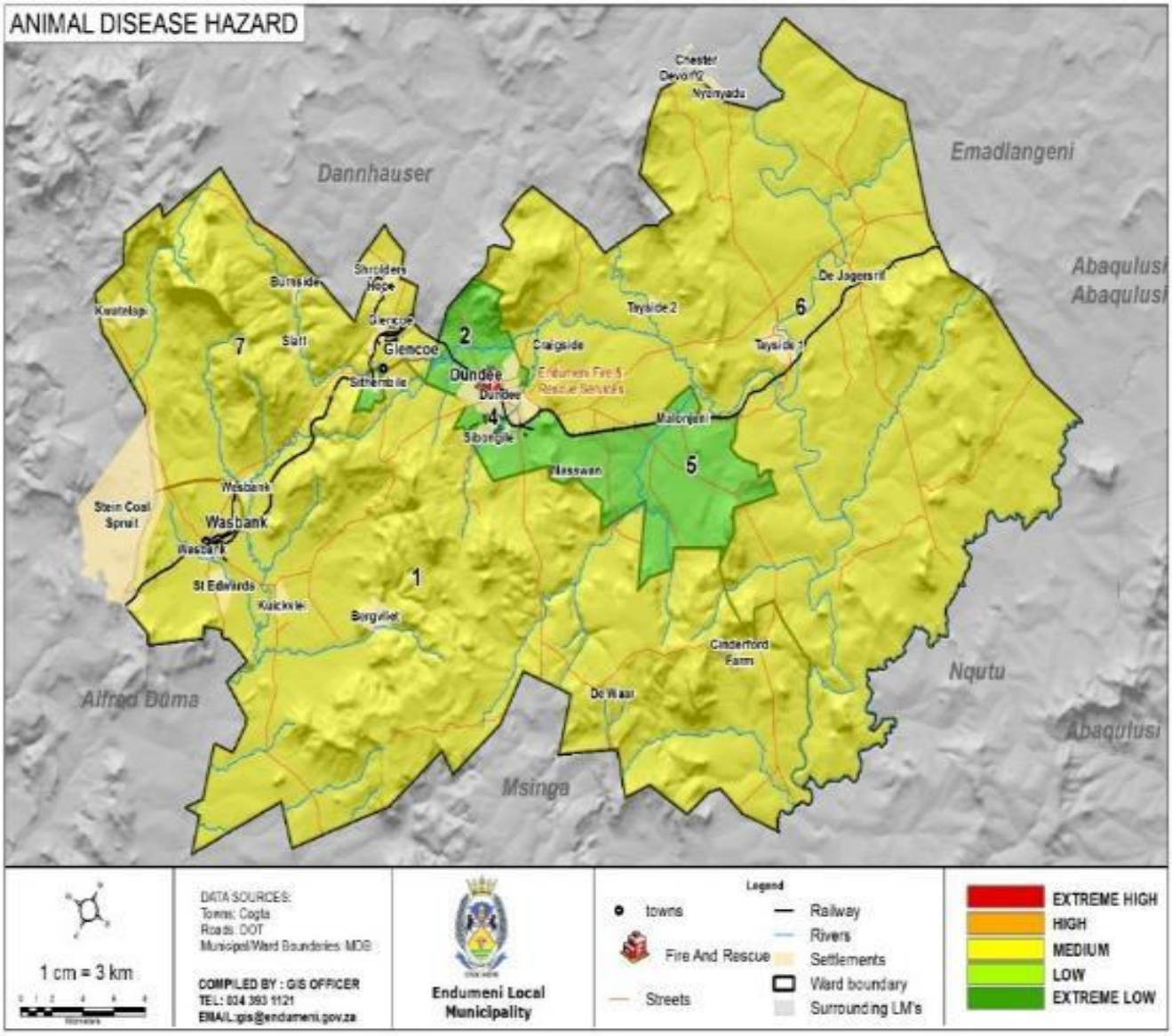
Disaster Risk Management Centre. Endumeni Local Municipality will soon embark on the review and update and development of the Disaster Management Plan. During this exercise Municipality will review most of the disaster risks previously found because they are adapted to change due to the unpredicted climate change, local municipalities together with the uMzinyathi District Disaster Management Centre will ensure that information on hazards, vulnerability and ability is presented in GIS format.

2.6.3 LIST OF PRIORITY HAZARDS

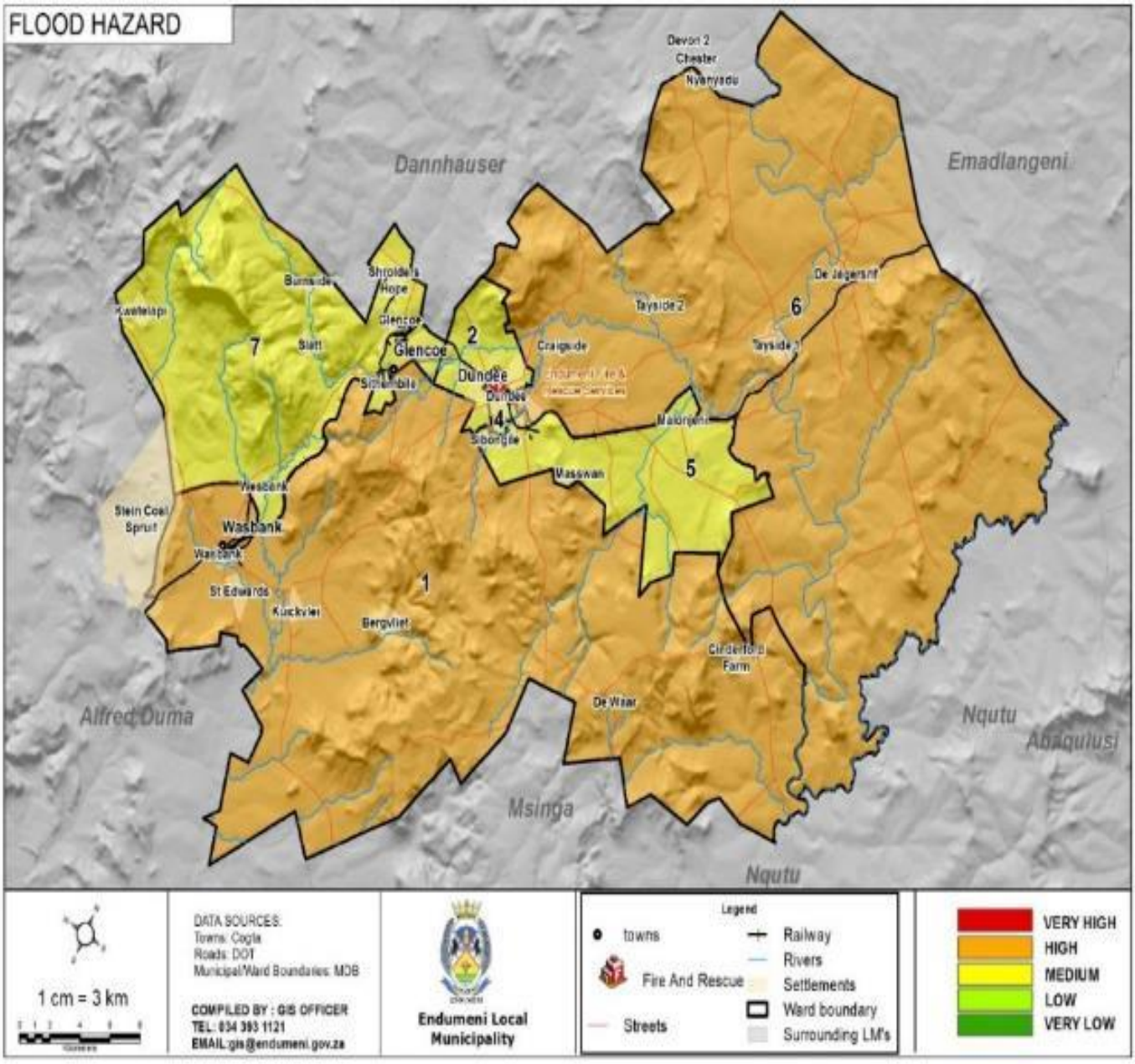
The following disaster risks were identified as priority risks to be addressed by disaster risk reduction as well as preparedness plans. Risk Ratings Category/ Profile are shown below:

Table 7: Risk Profile

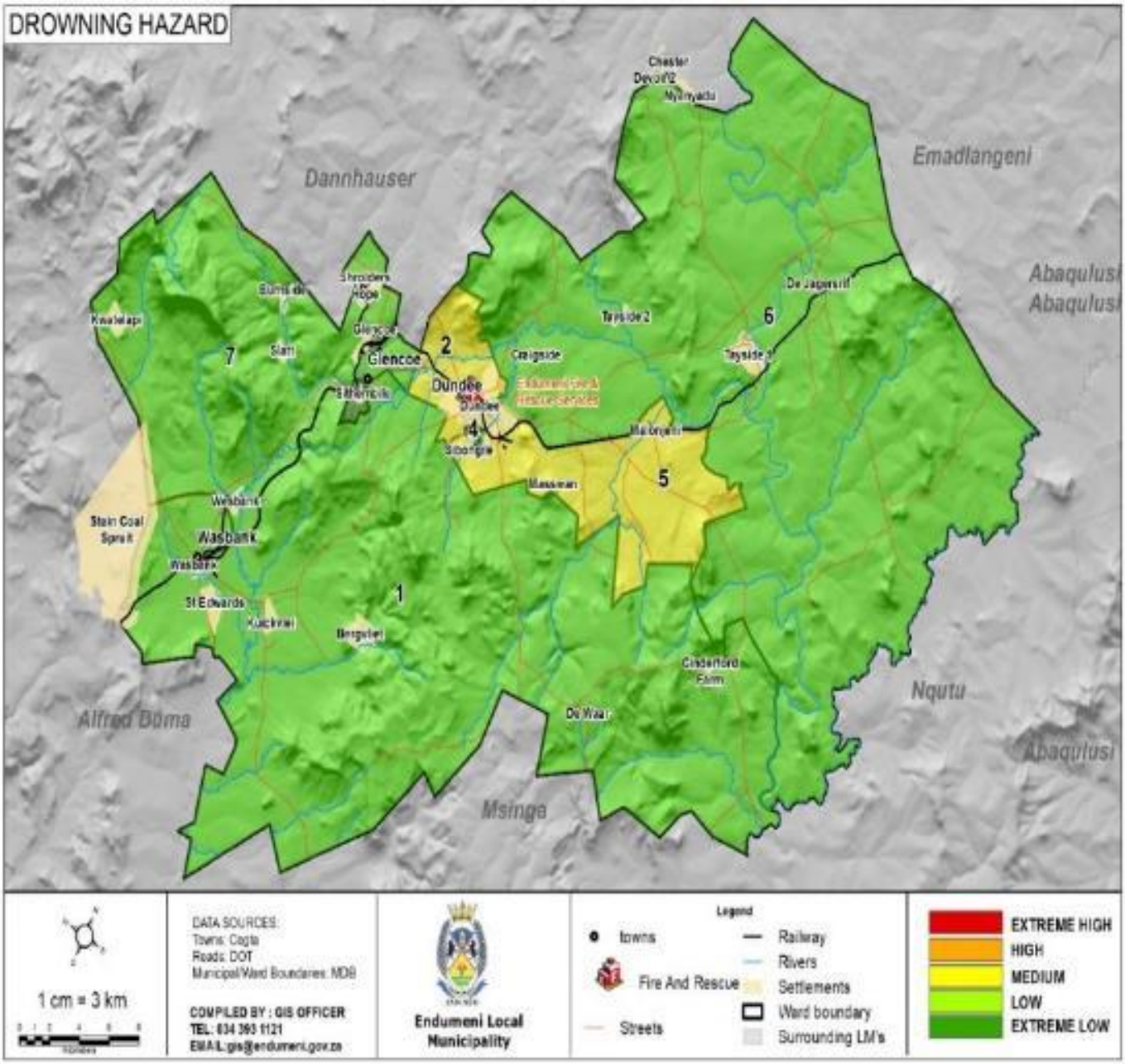
Main Category (Endumeni Local Municipality Risk Rating)	RISK
Fire Hazards-Veld Fires	0.90
Epidemic Disease / Health - Disease: Animal (COVID-19)	0.90
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall)	0.86
Hydro-meteorological -Drought	0.83
Hydro-meteorological Hazards - Floods (River)	0.77
Hydro-meteorological Hazards - Severe Storms (Wind, Hail)	0.75
Fire Hazards - Formal & Informal Settlements / Urban Area	0.75
Hydro-meteorological Hazards - Severe Storms (Snow)	0.72
Transport Hazards - Road Transportation	0.71
Hydro-meteorological Hazards - Severe Storms (Lightning)	0.70
Transport Hazards - Air Transportation	0.69
Transport Hazards - Rail Transportation	0.67
Environmental Degradation – Erosion	0.66
Disease / Health - Disease: Animal	0.61
Hazardous Material - Hazmat: Spill/Release/Fire/Explosion (Storage & Transportation)	0.59



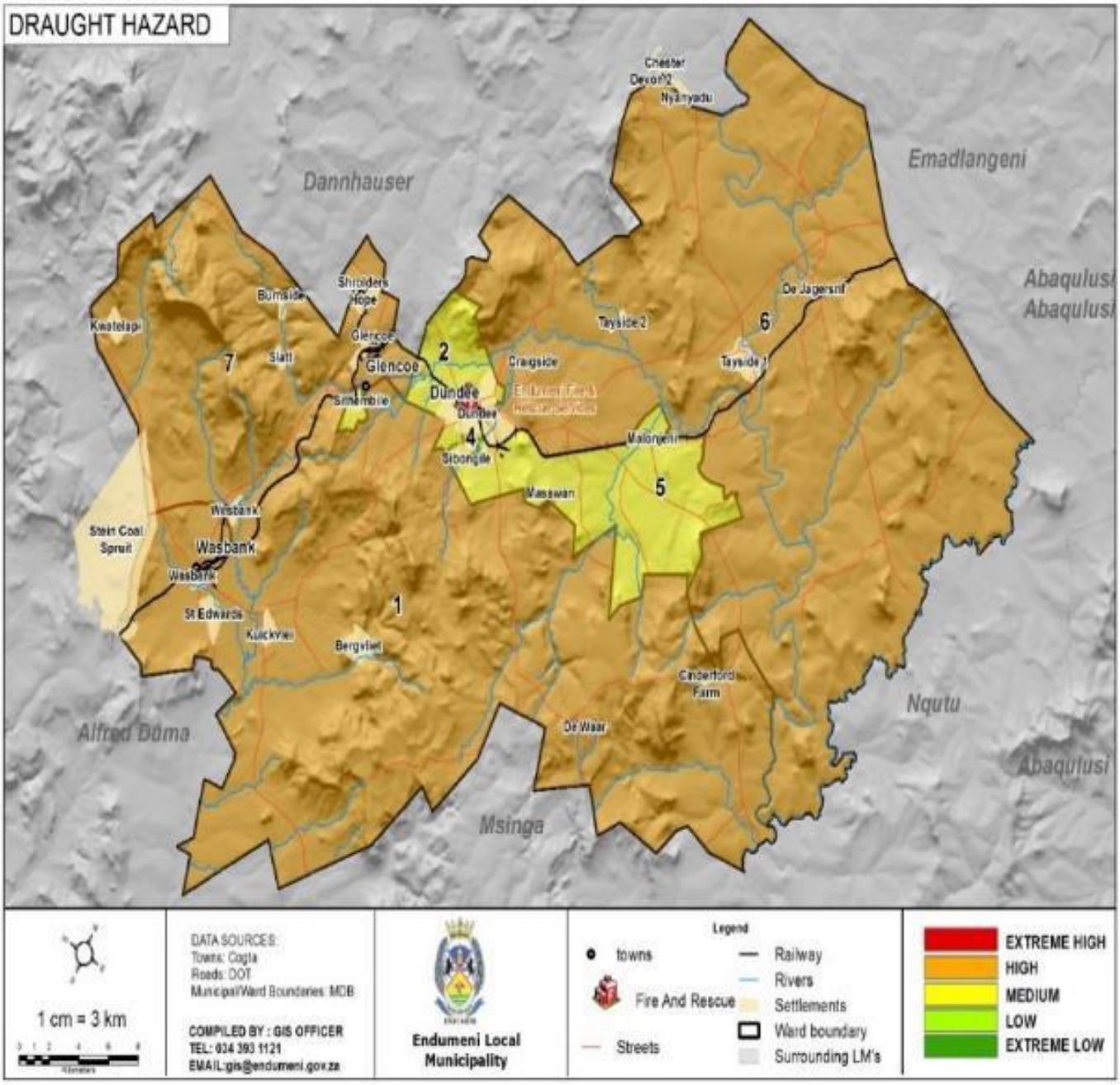
Map 16: Animal Disease Hazard



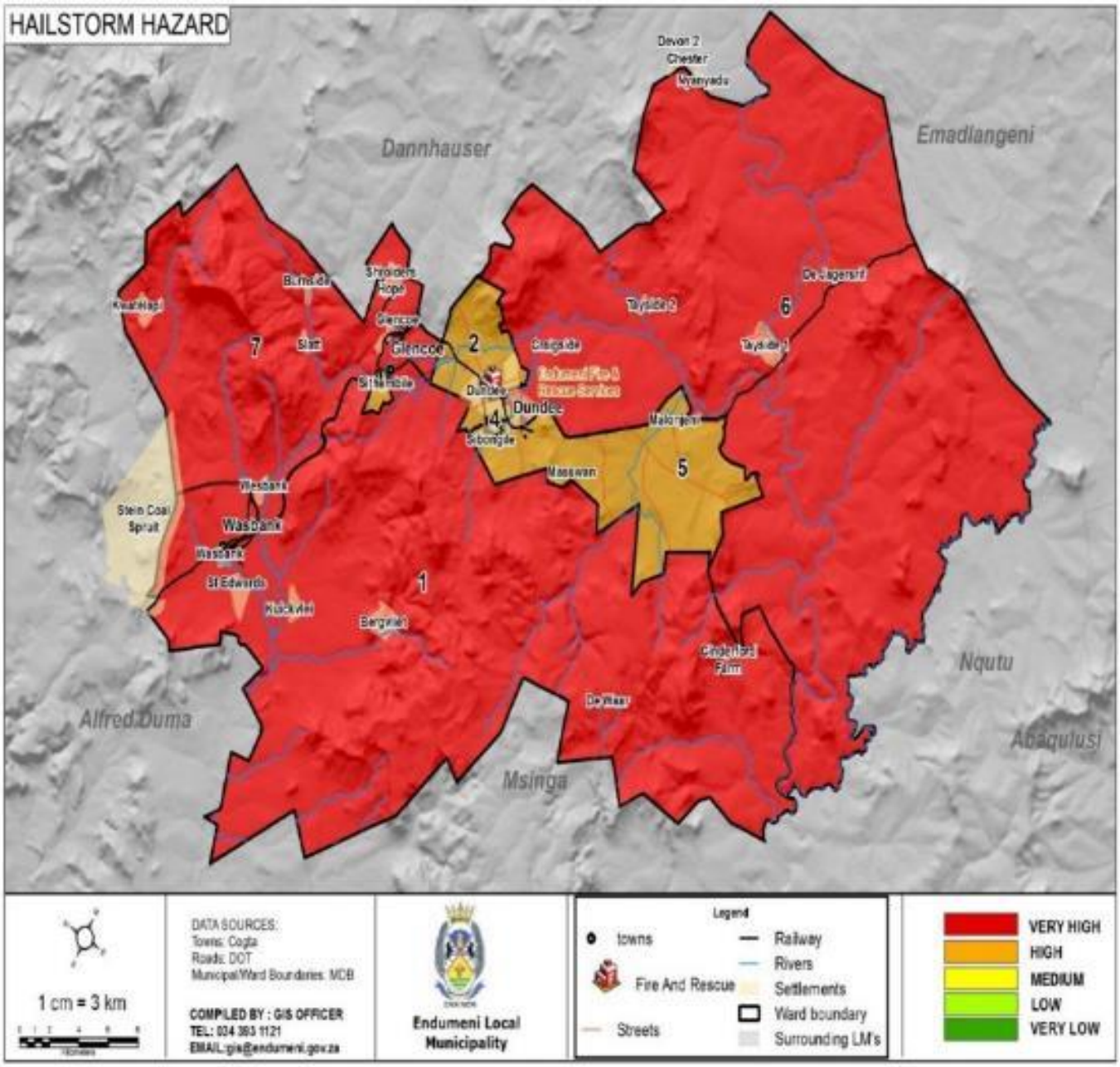
Map 17: Food Hazard



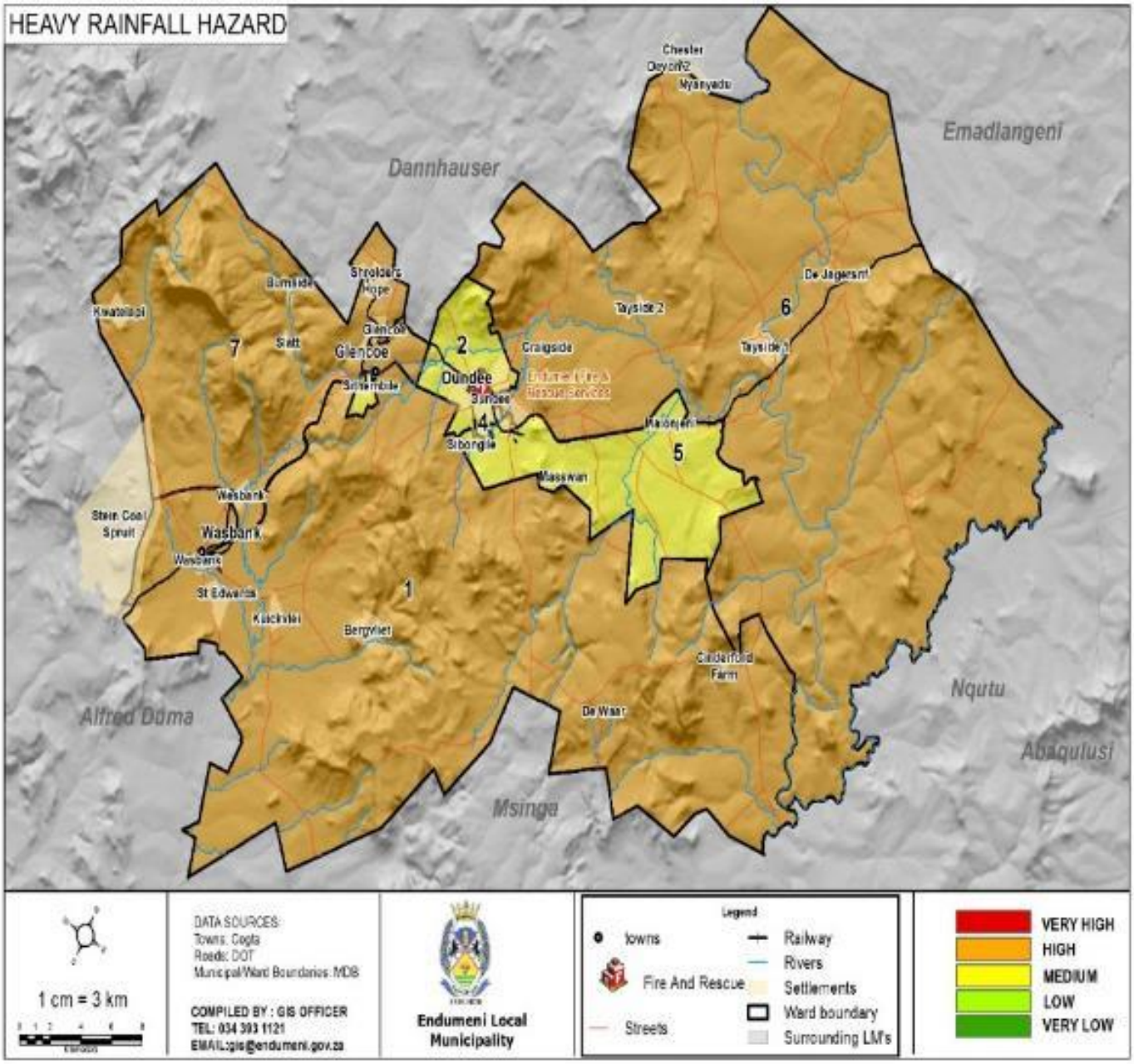
Map 18: Drowning Hazard



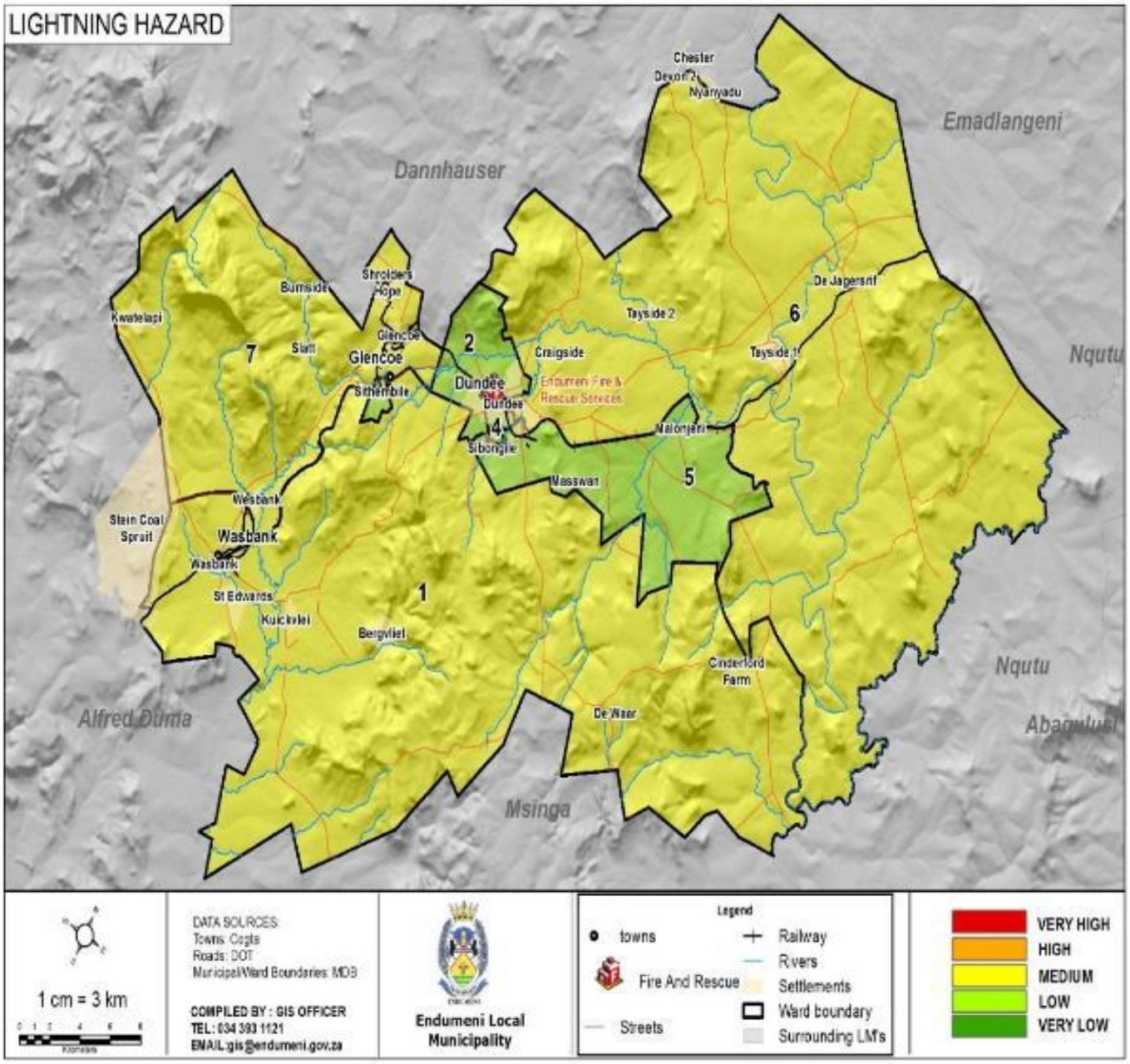
Map 19: Draught Hazard



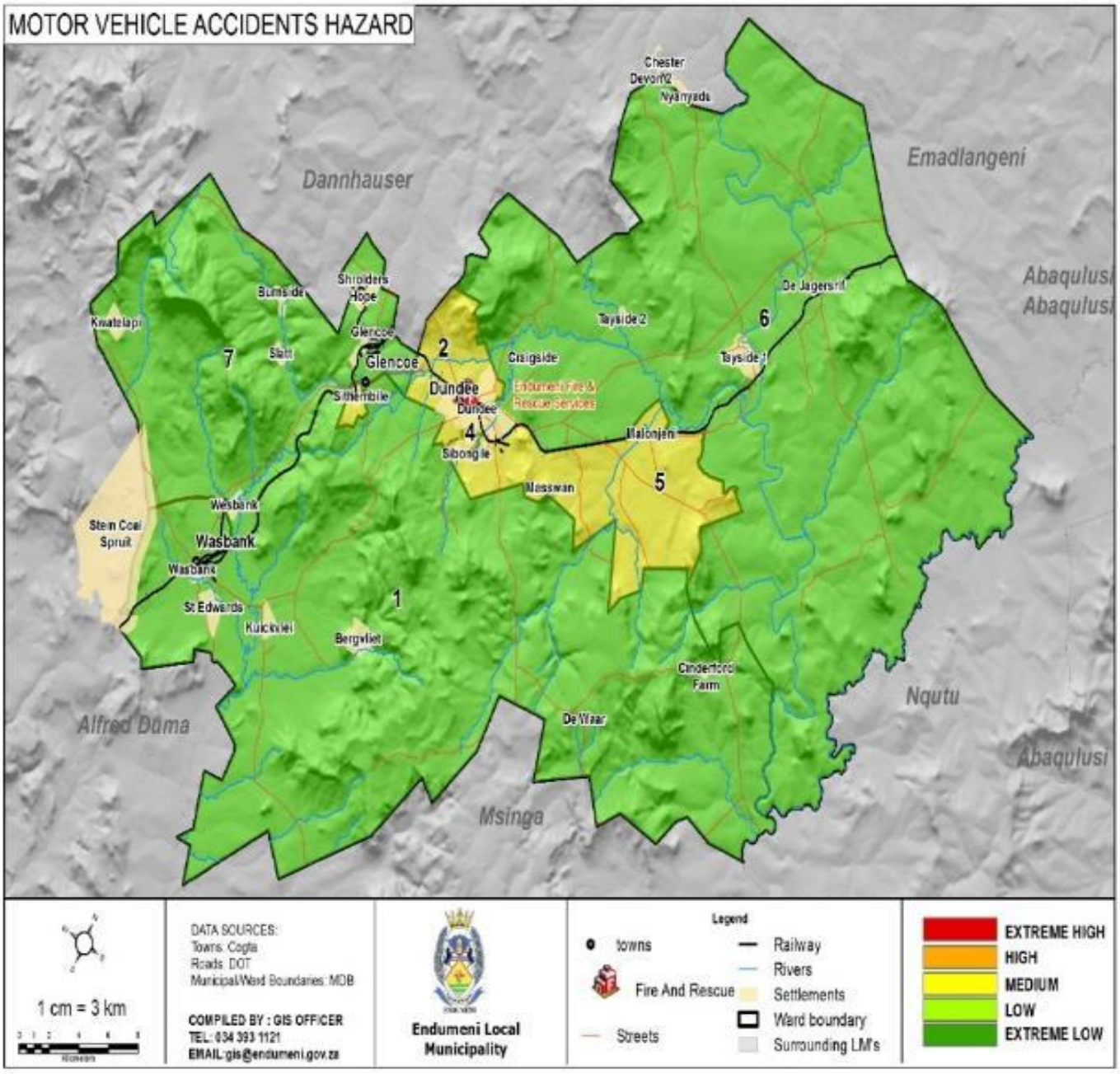
Map 20: Hailstorm Hazard



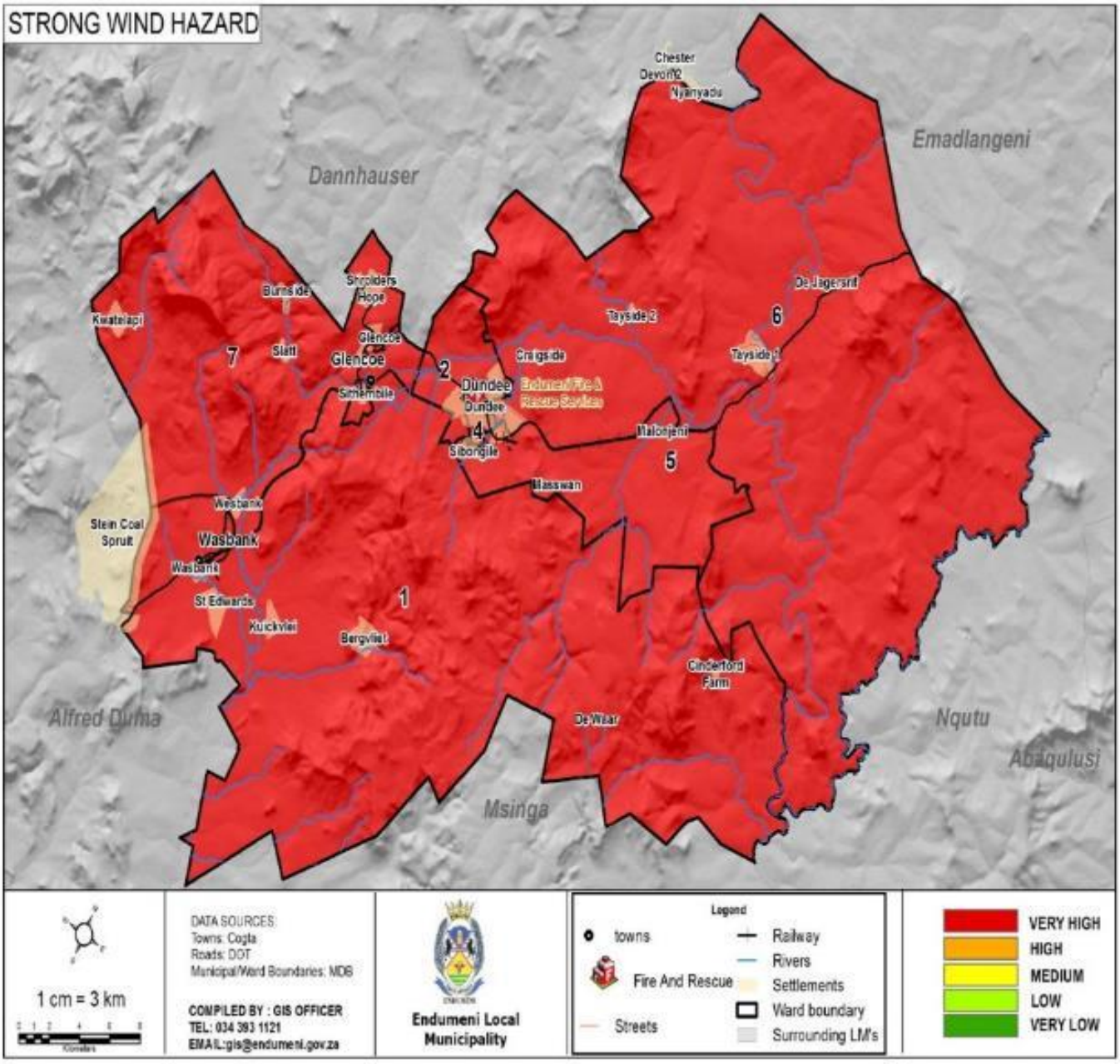
Map 21: Heavy Rainfall Hazard



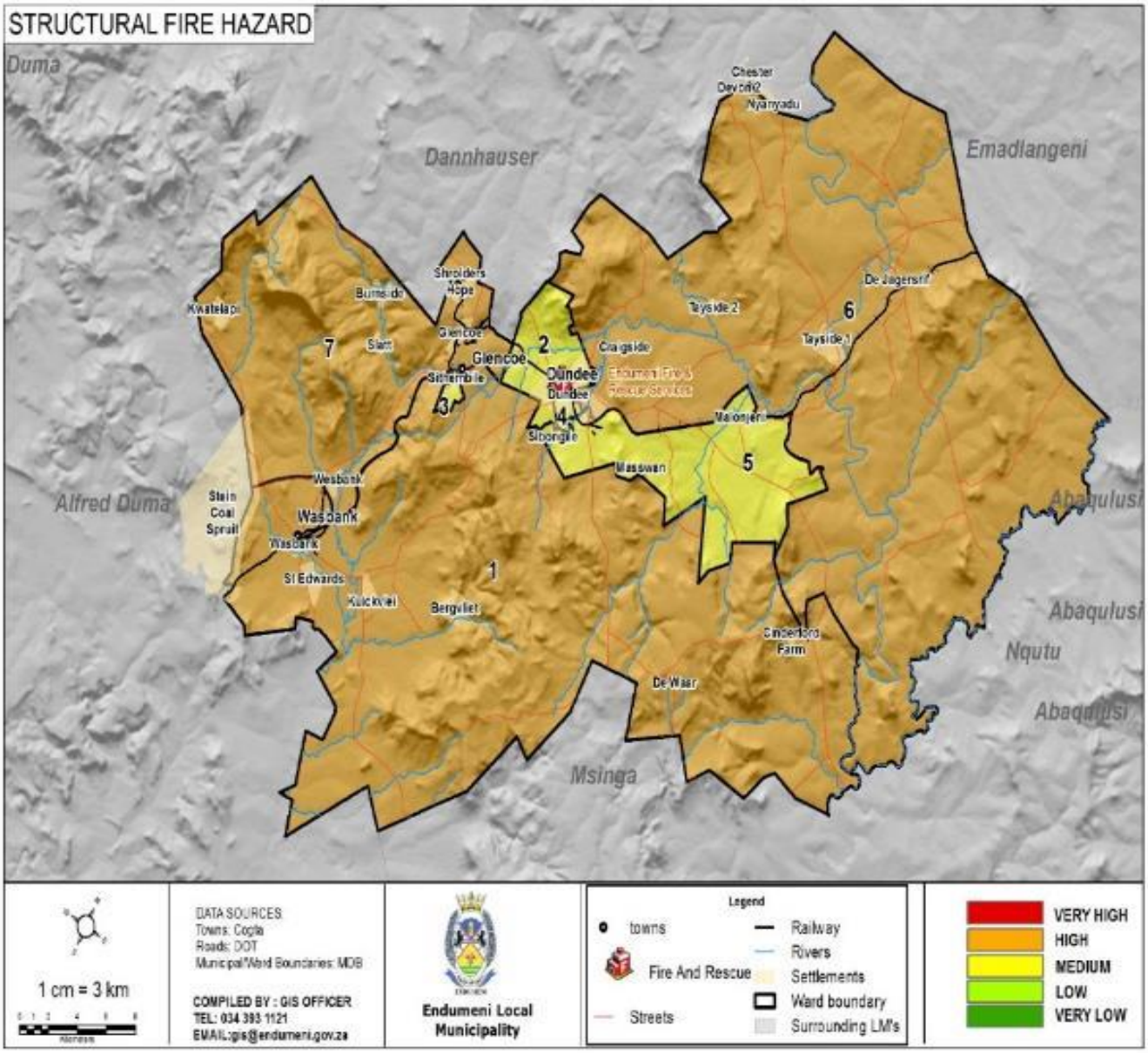
Map 22: Lighting Hazard



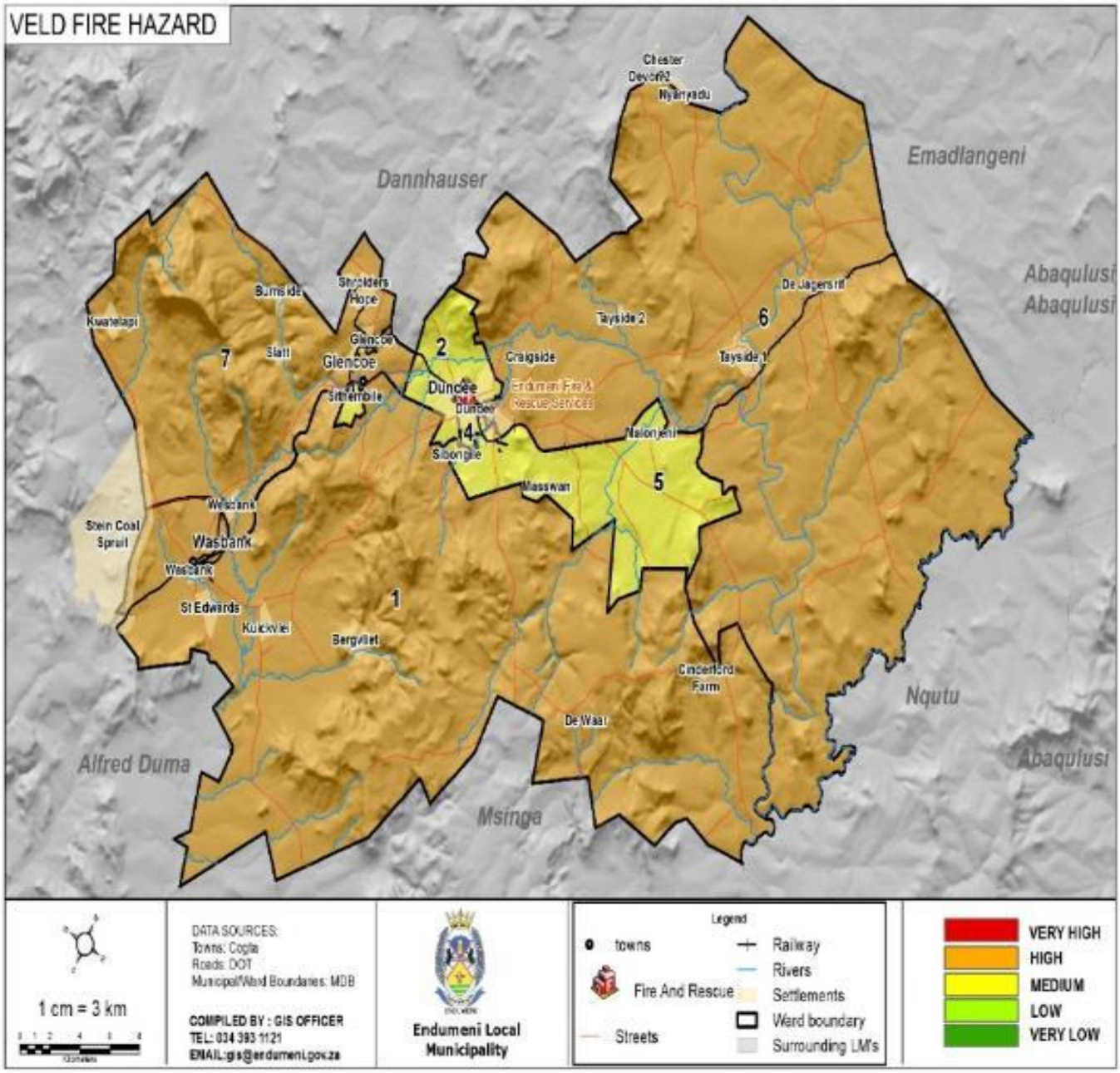
Map 23: Motor Vehicle Accident Hazard



Map 24: Strong Wind Hazard



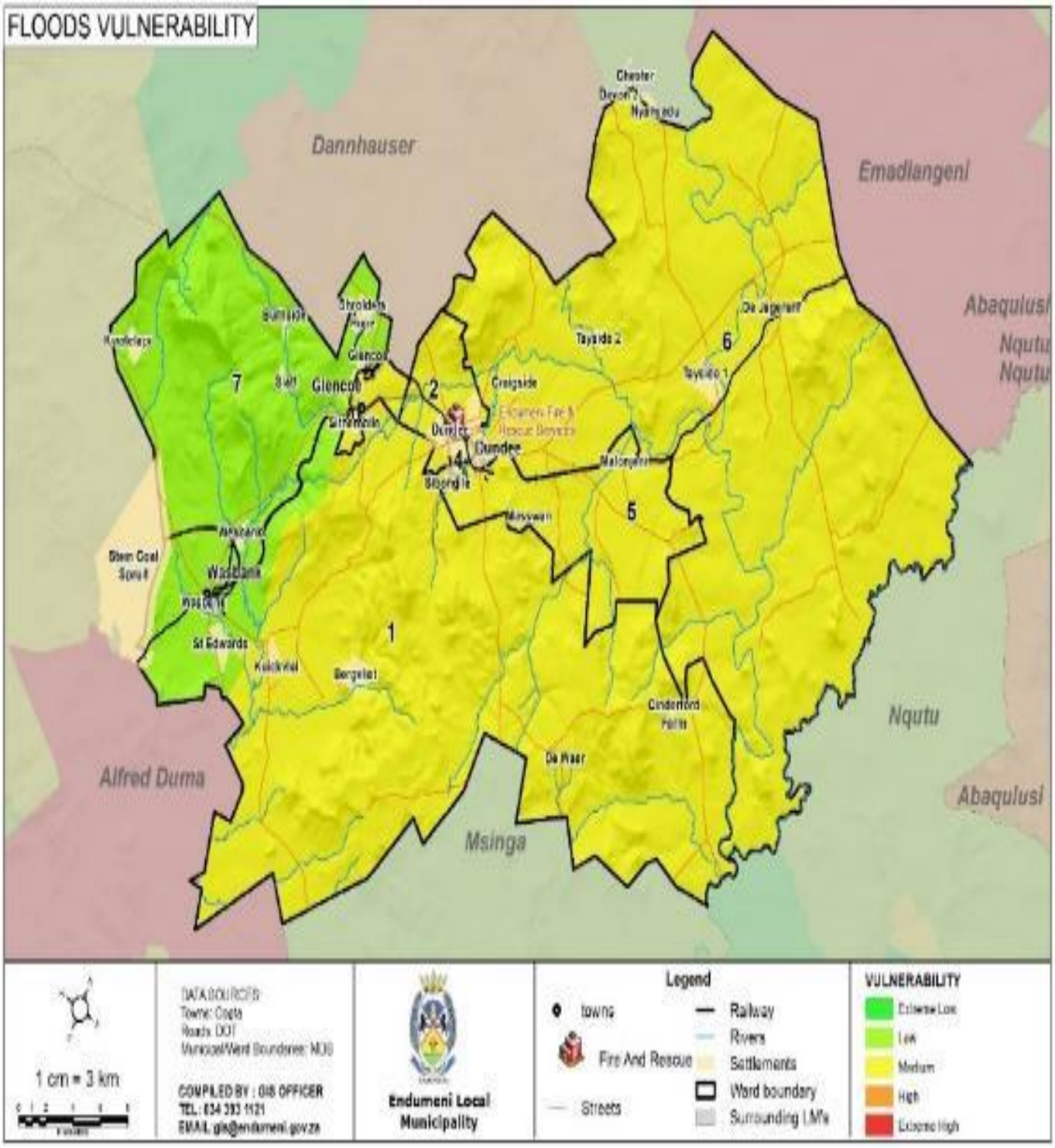
Map 25: Structural Fire Hazard



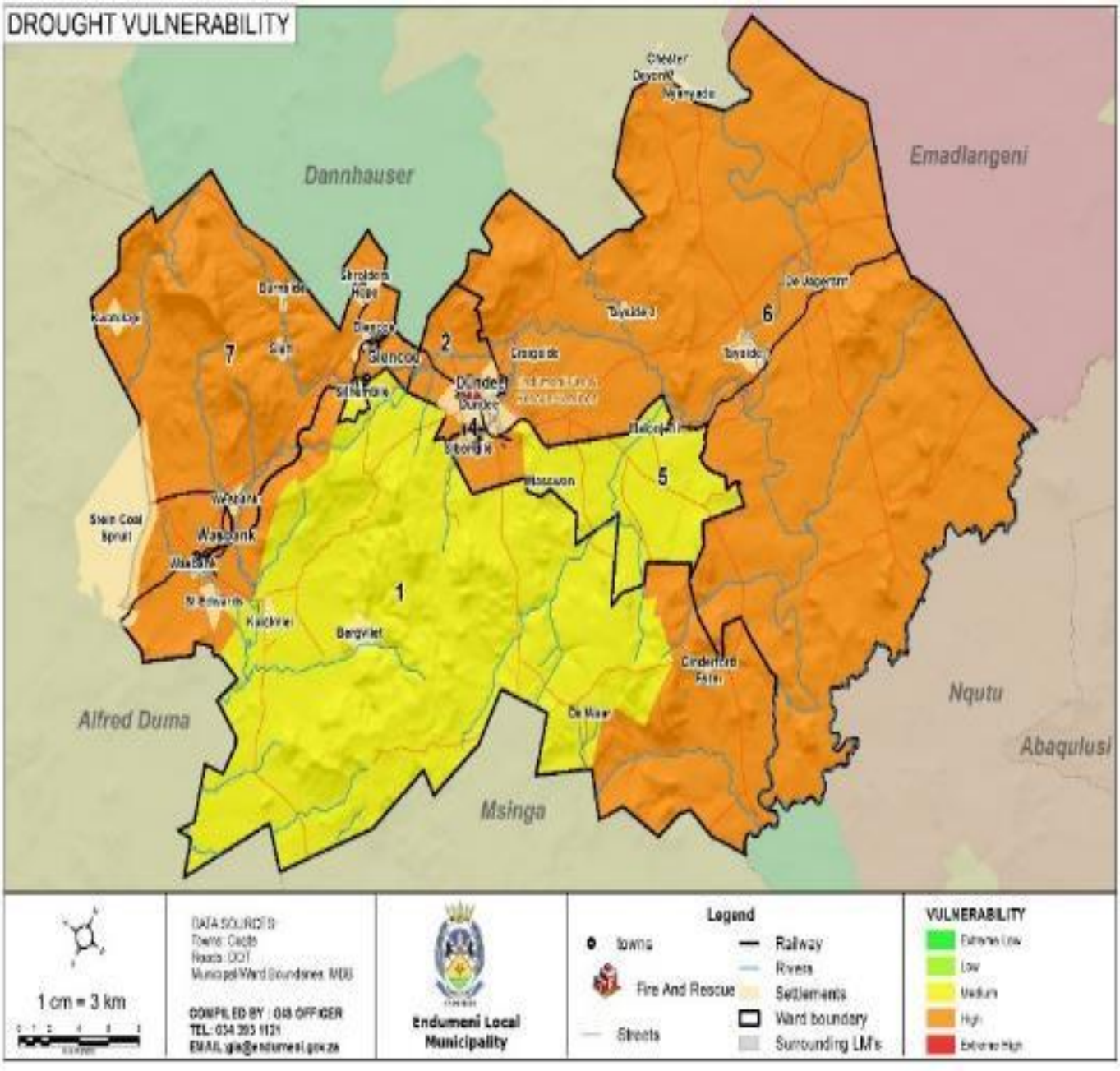
Map 26: Veld Fire Hazard

2.7 VULNERABILITY MAPS

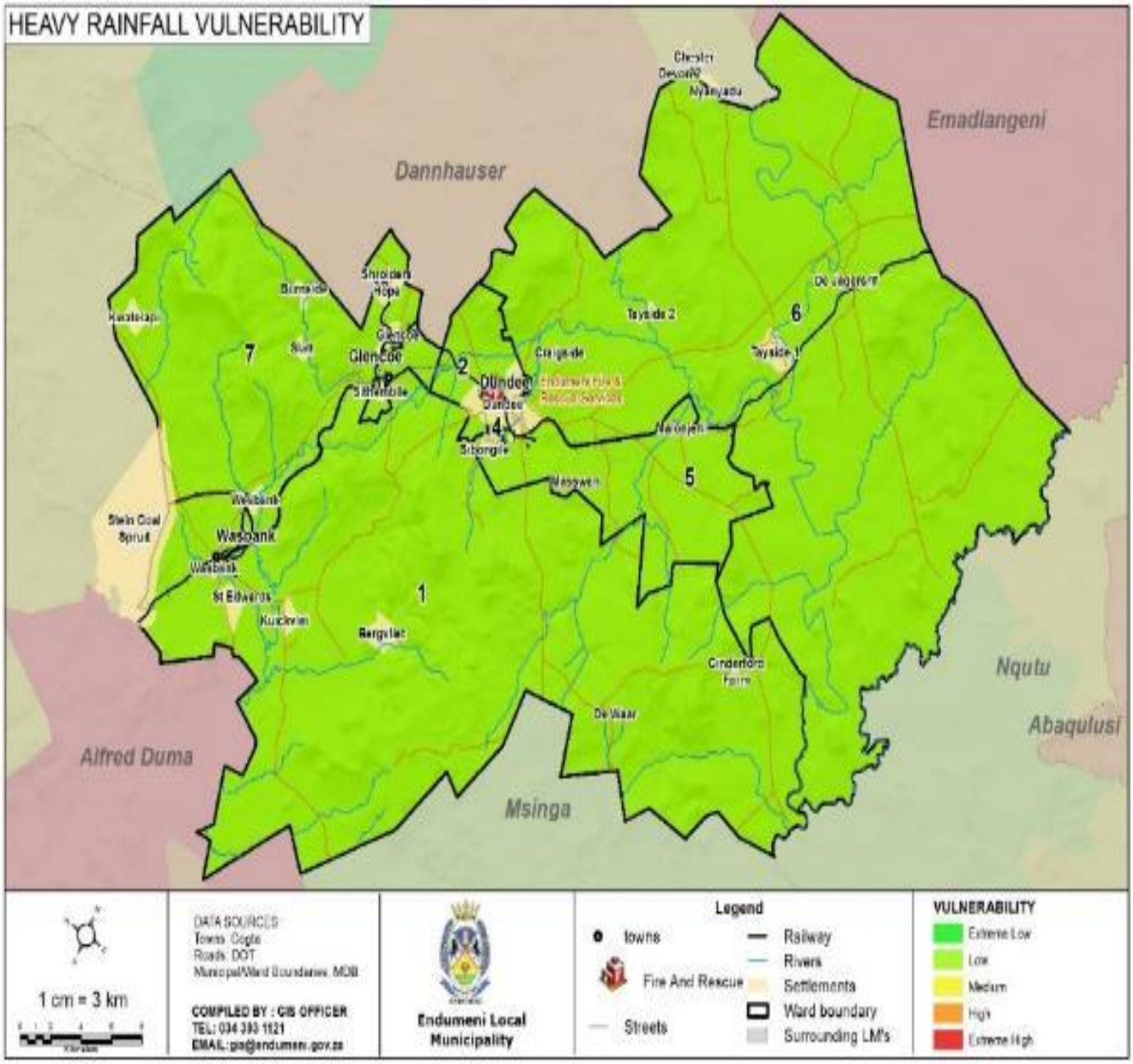
Vulnerability is defined" as the characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard. It a set of prevailing or consequential conditions arising from various physical, social, economic, and environmental factors which increase the susceptibility of a community to the impacts of hazards (UNISDR, 2002:24). Vulnerability maps were produced after careful consideration of critical factors of vulnerability such as political, social, economic, technological and environmental factors.



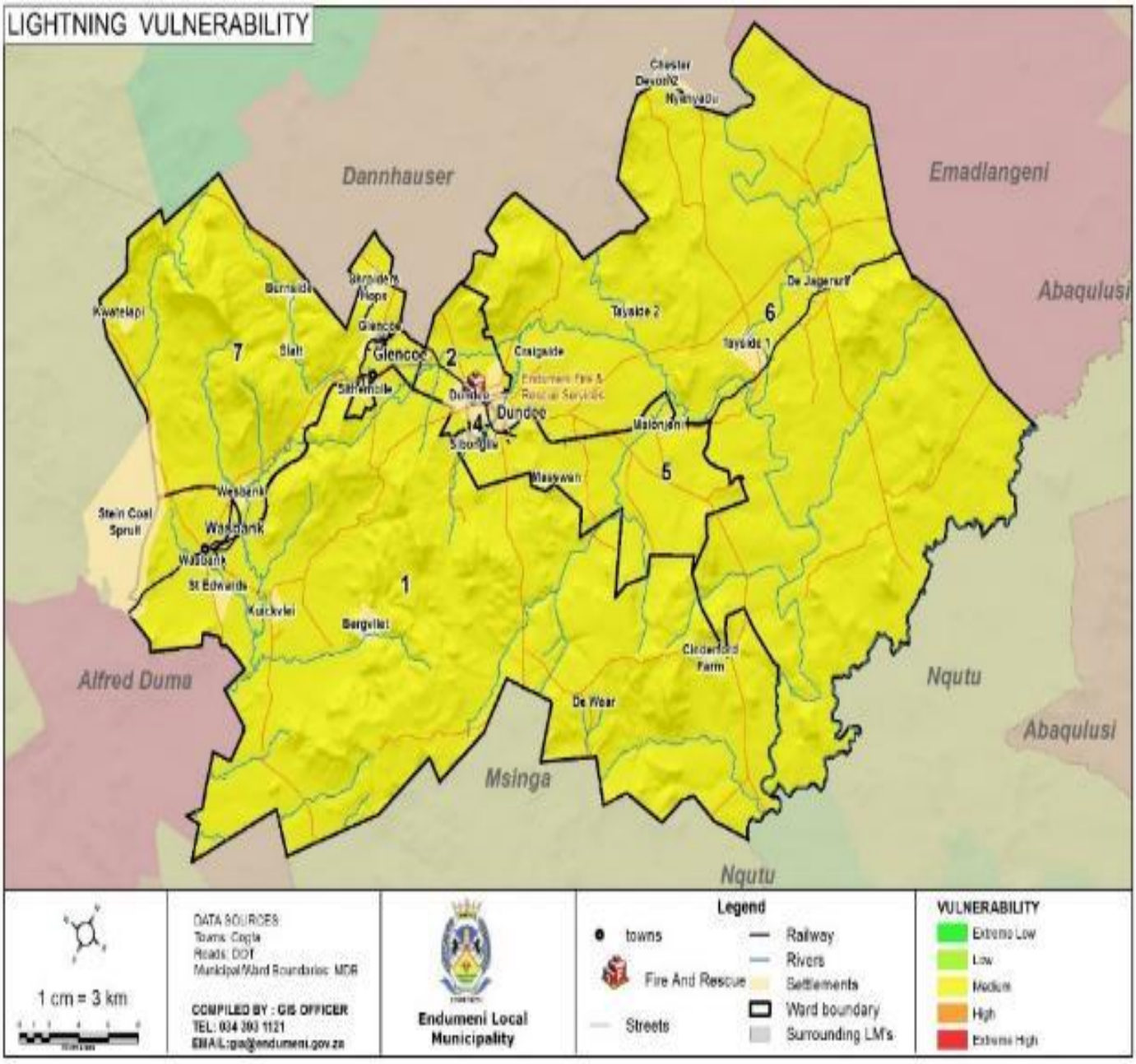
Map 27: Flood Vulnerability



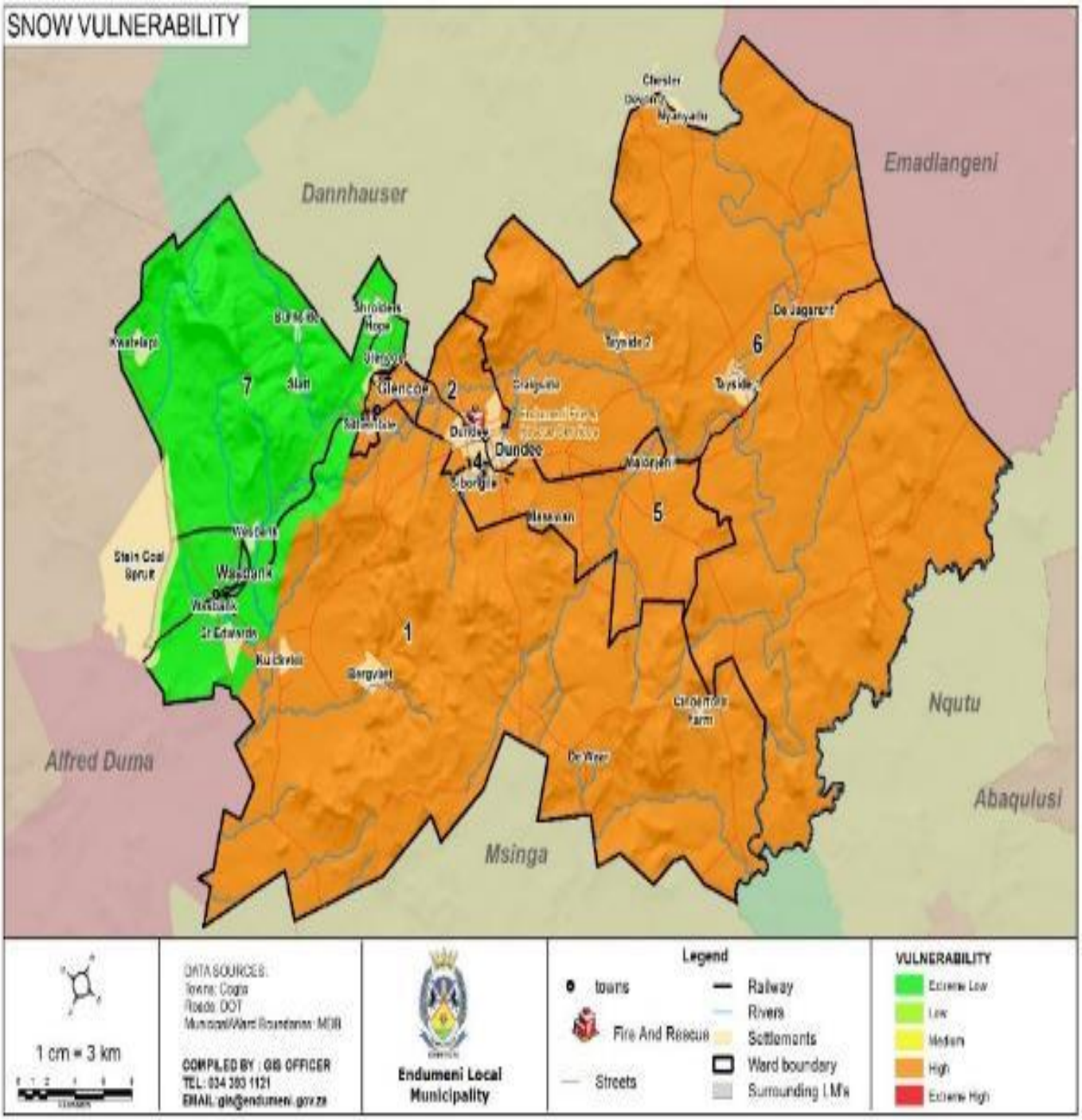
Map 28: Draught Vulnerability



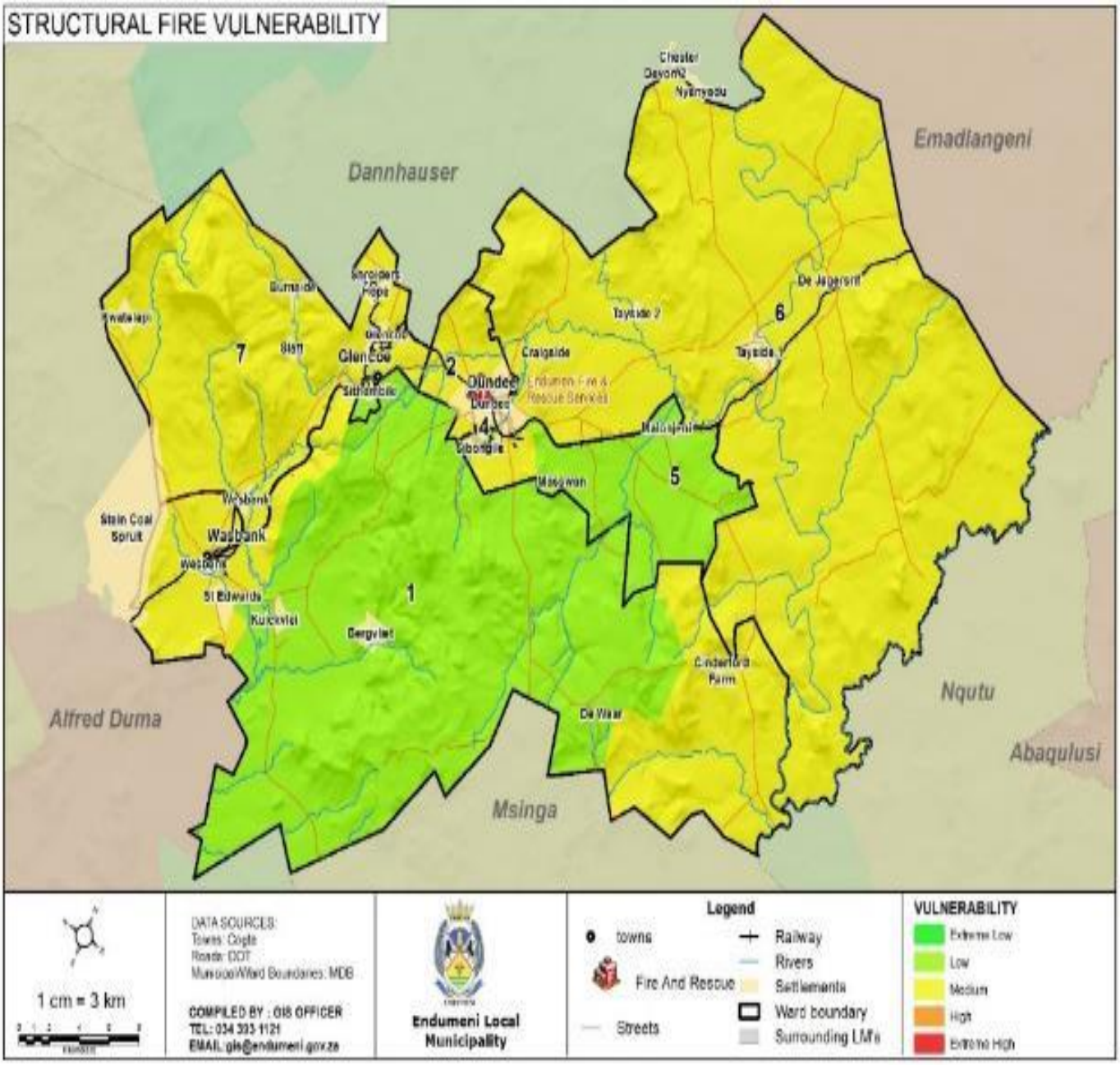
Map 29: Heavy rainfall Vulnerability



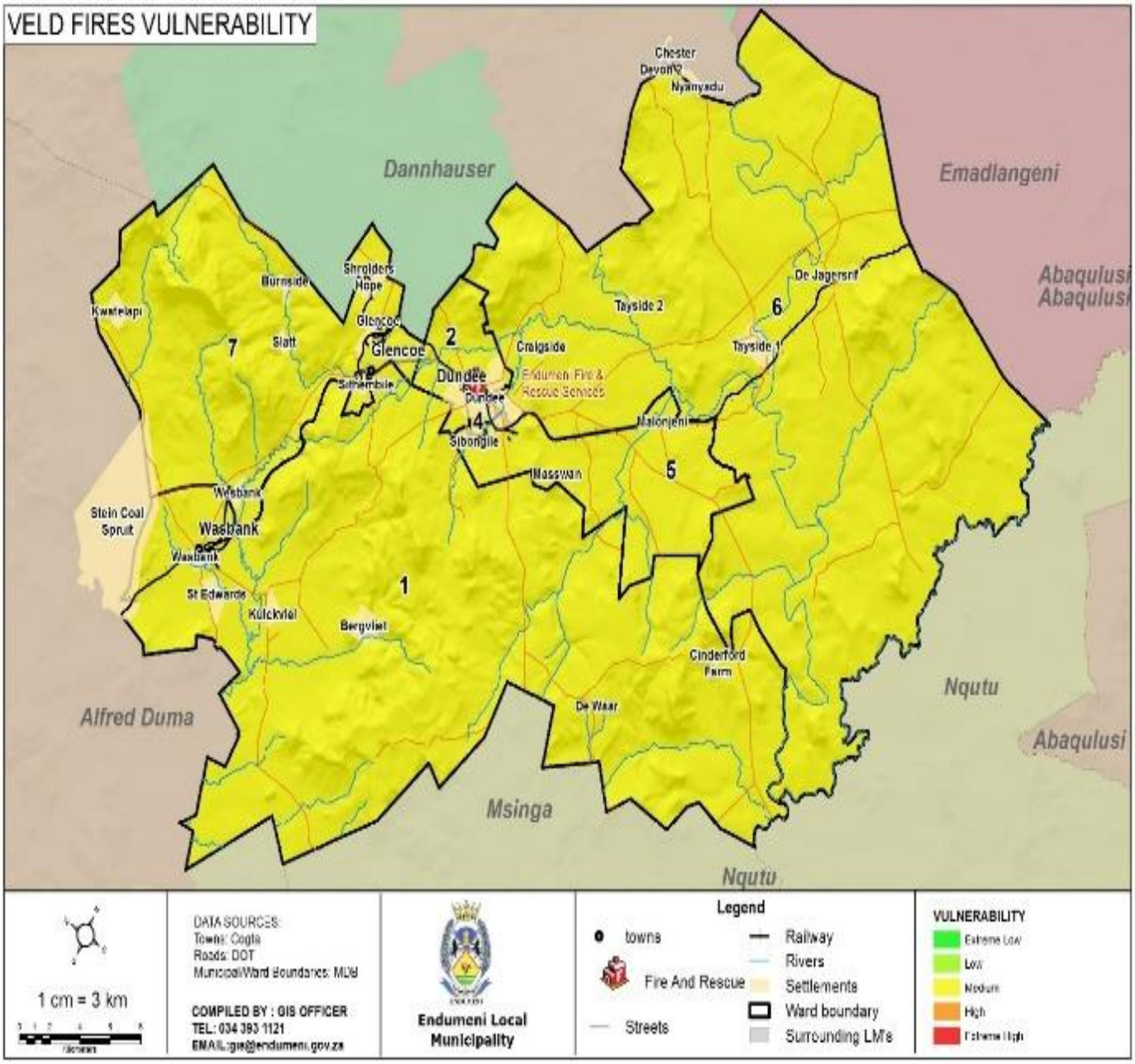
Map 30: Lighting Vulnerability



Map 31: Snow Vulnerability



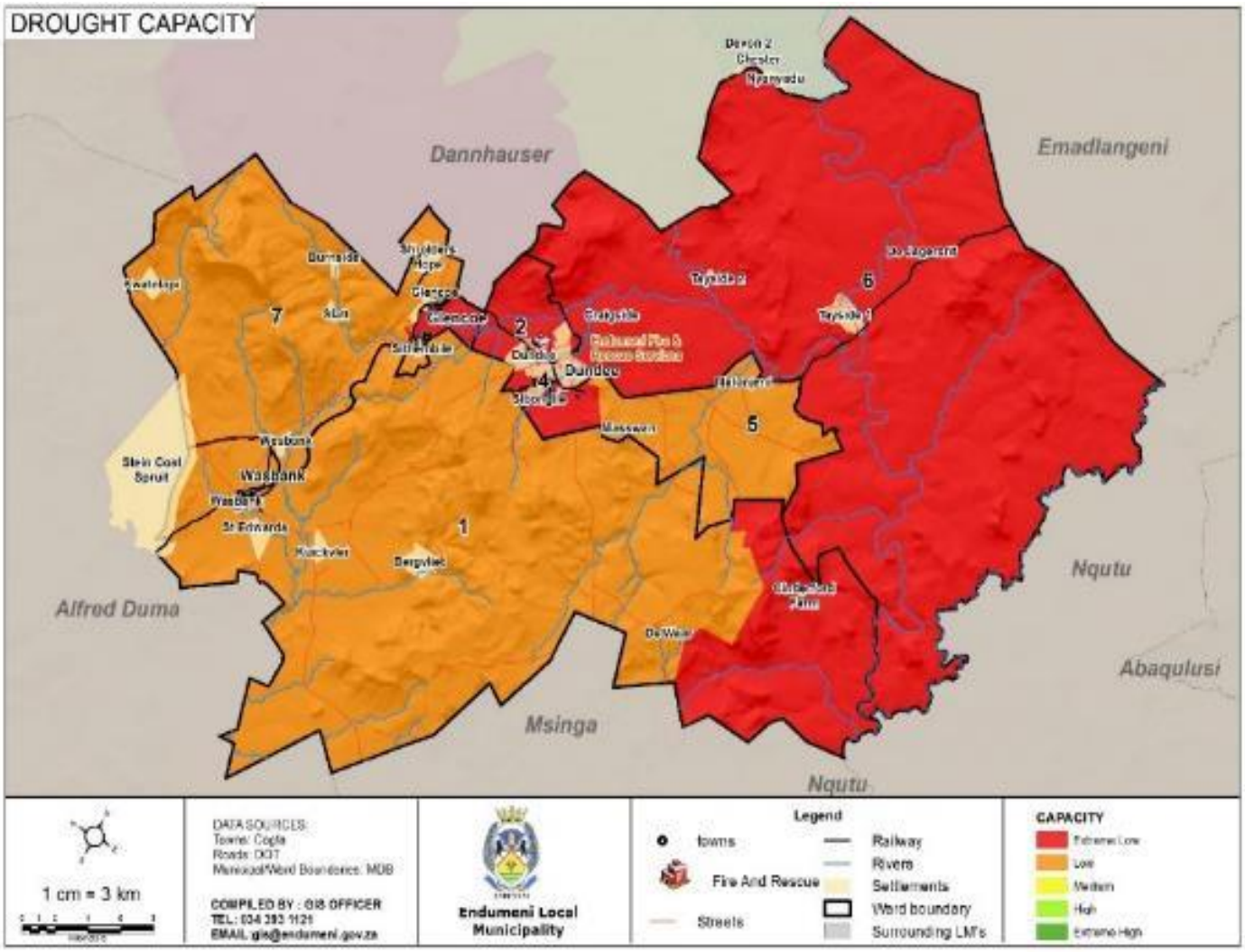
Map 32: Structural Fire Vulnerability



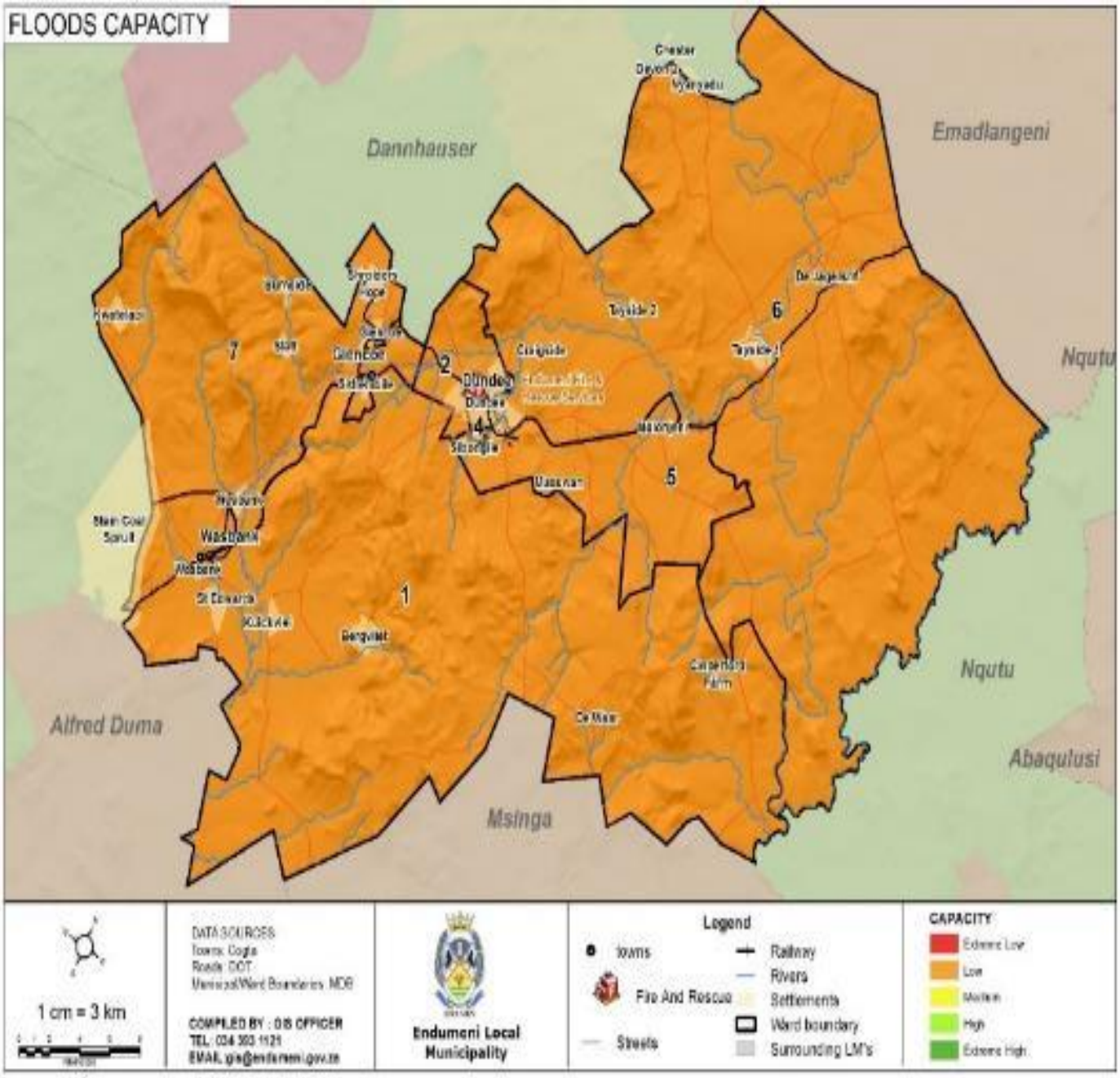
Map 33: Veld Fire Vulnerability

2.8 CAPACITY MAPS

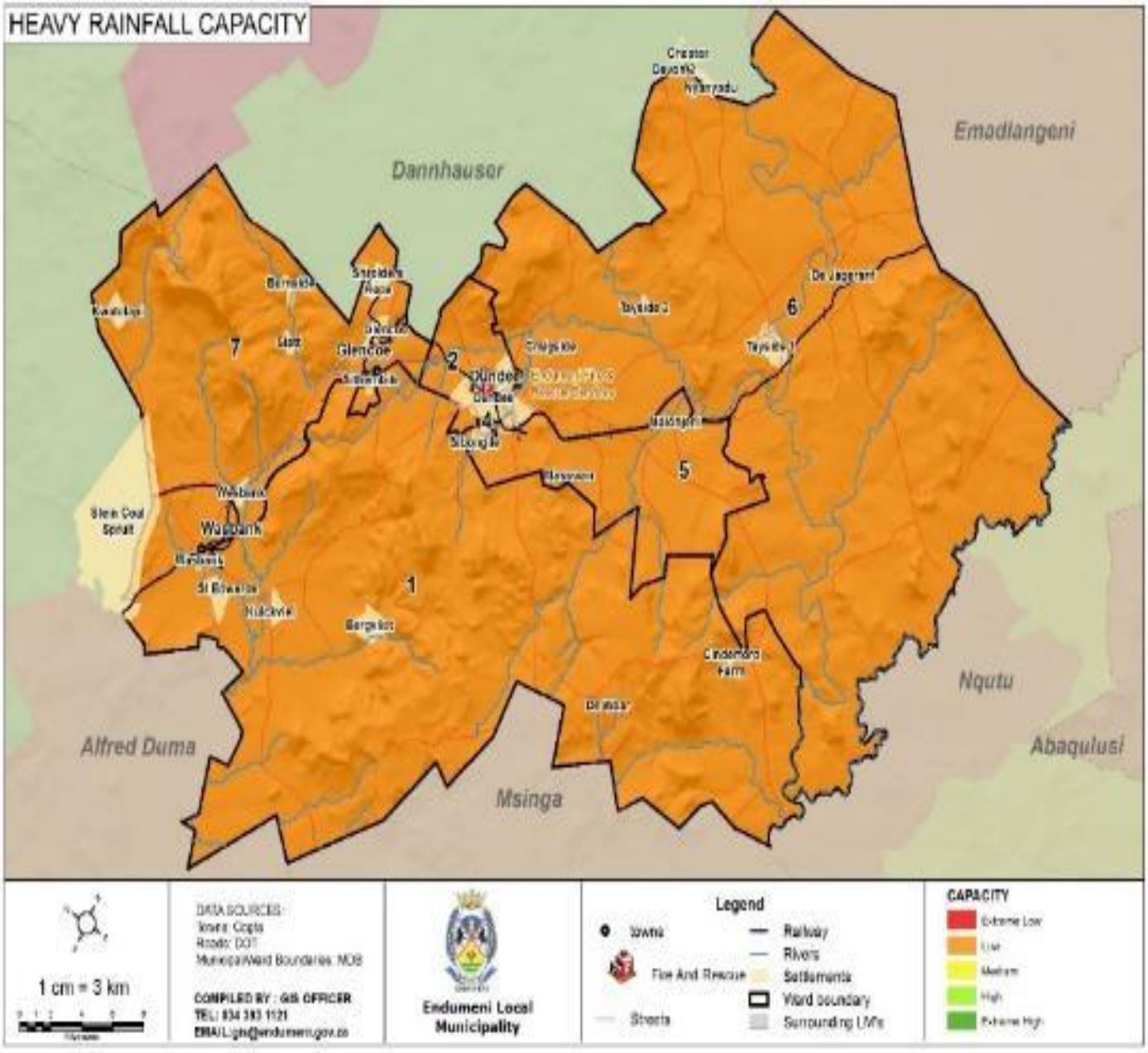
Coping capacity for disaster risk reductions refers to the ability of people, organizations and systems, using available skills and resources, to face and manage adverse conditions such as hazards, emergencies and disasters (UNISDR, 2009). This Capacity maps was be produced after considering critical factors of capacity such as institutional and management capacity, physical/resource capacity, support network and people capacity and competencies.



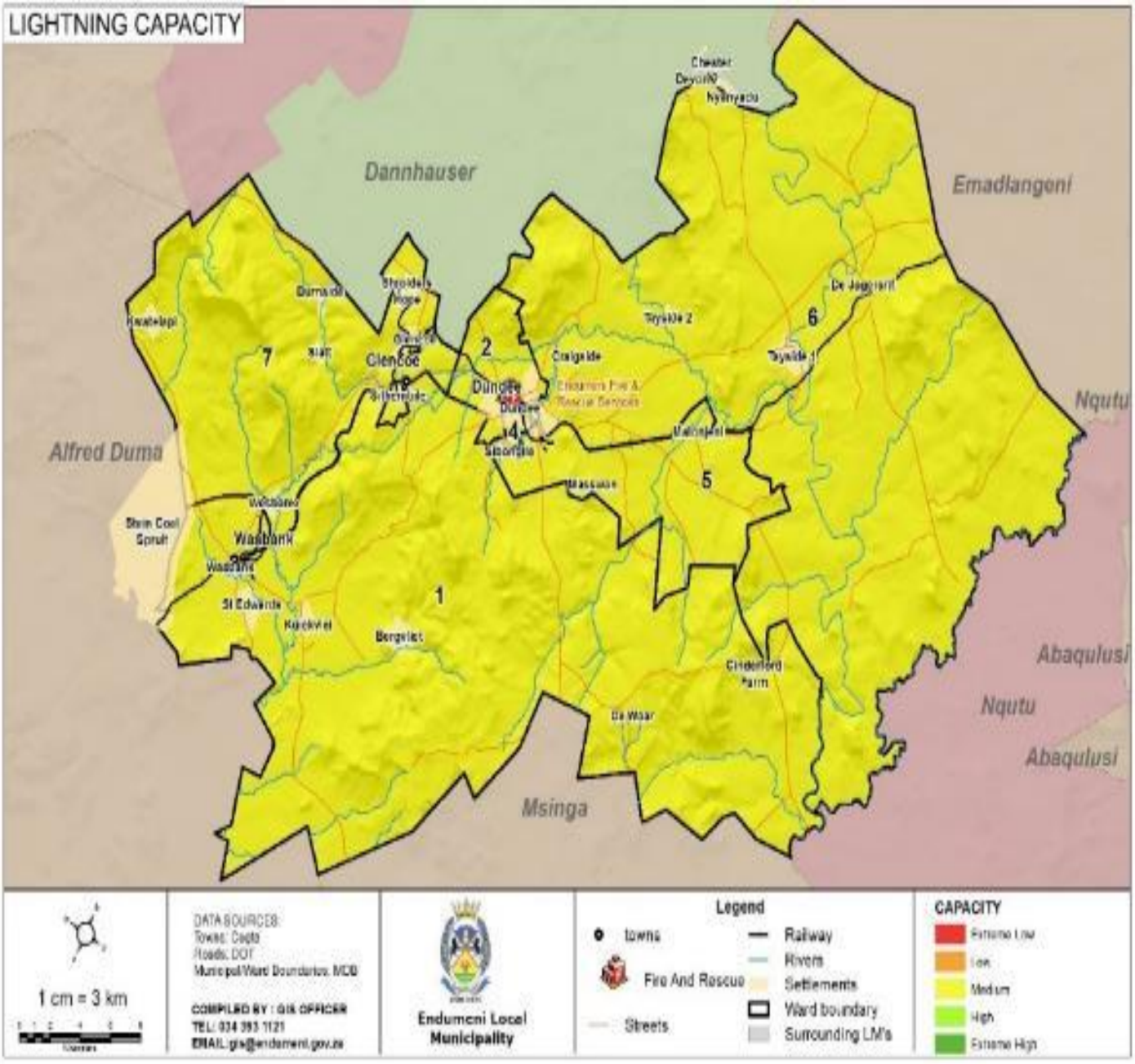
Map 34: Draught Capacity



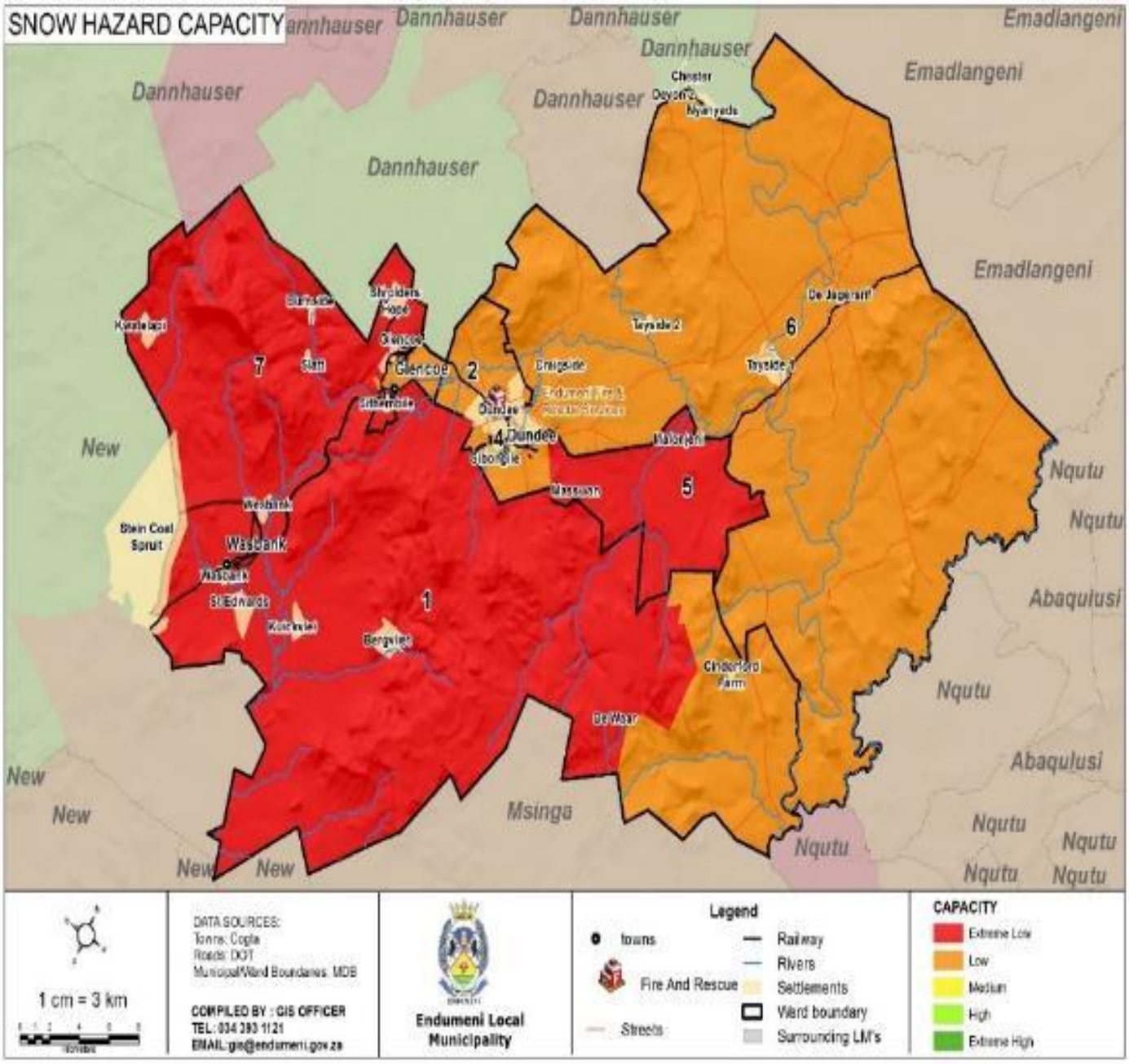
Map 35: Floods Capacity



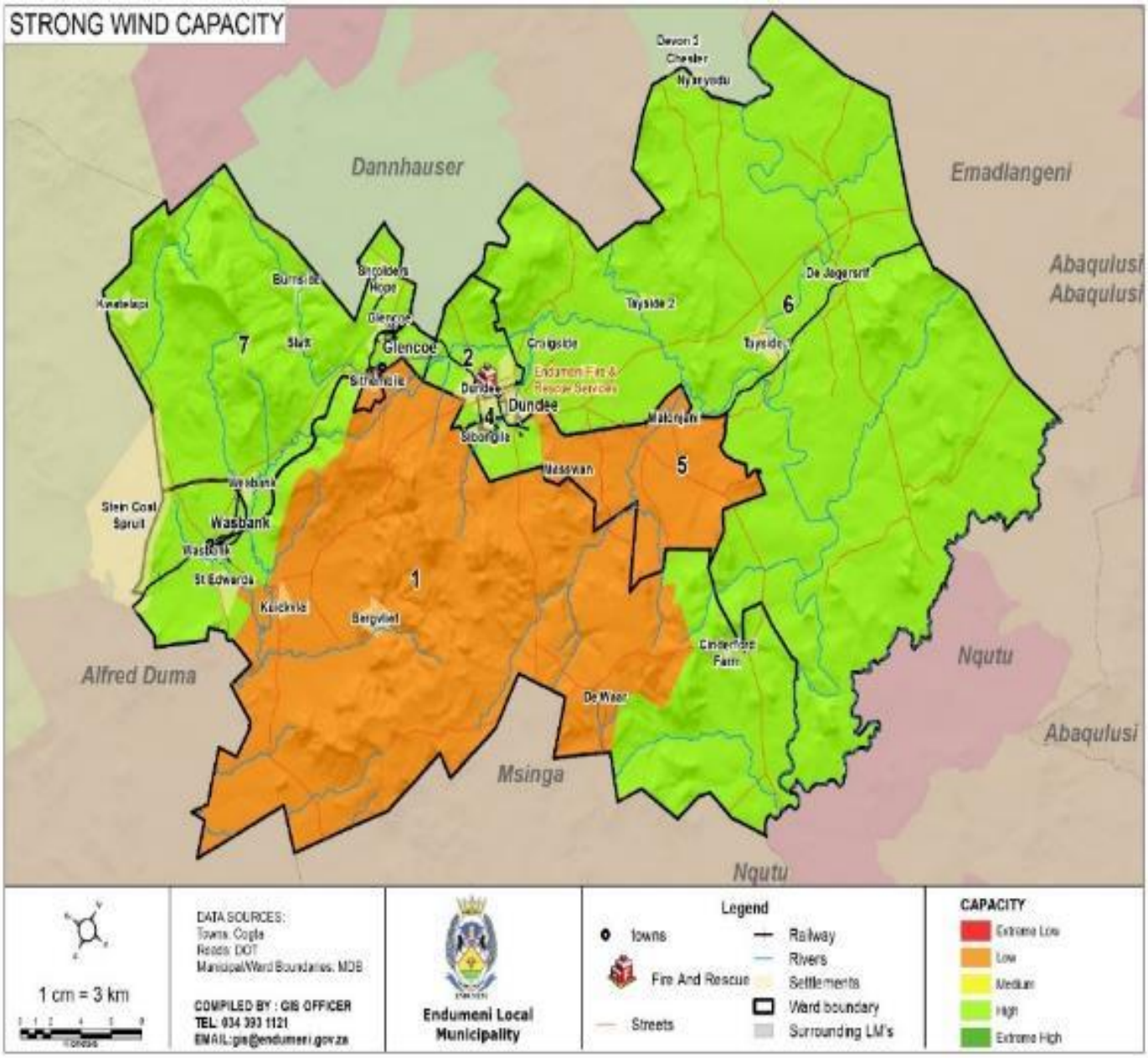
Map 36: Heavy Rainfall Capacity



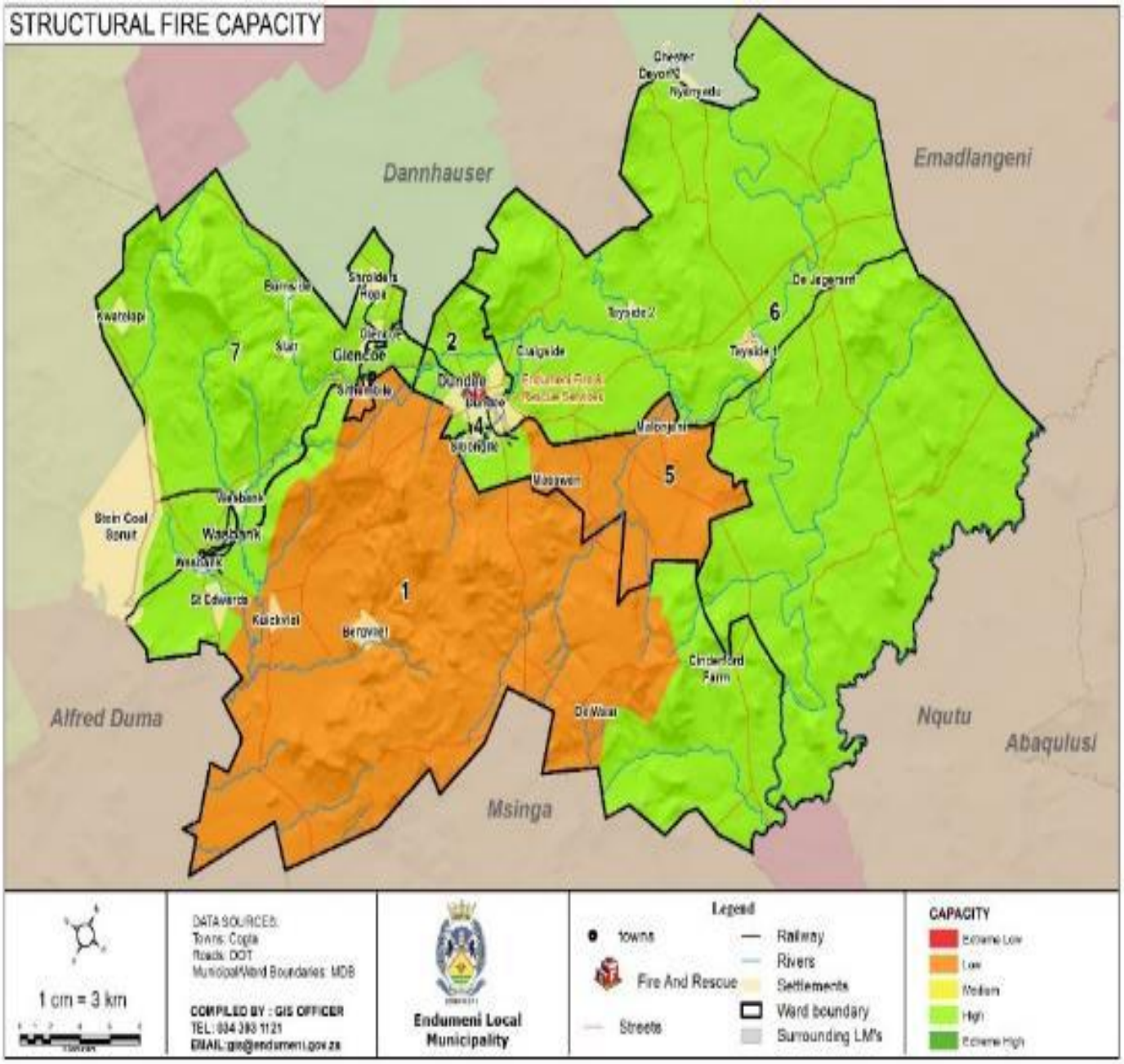
Map 37: Lightning Capacity



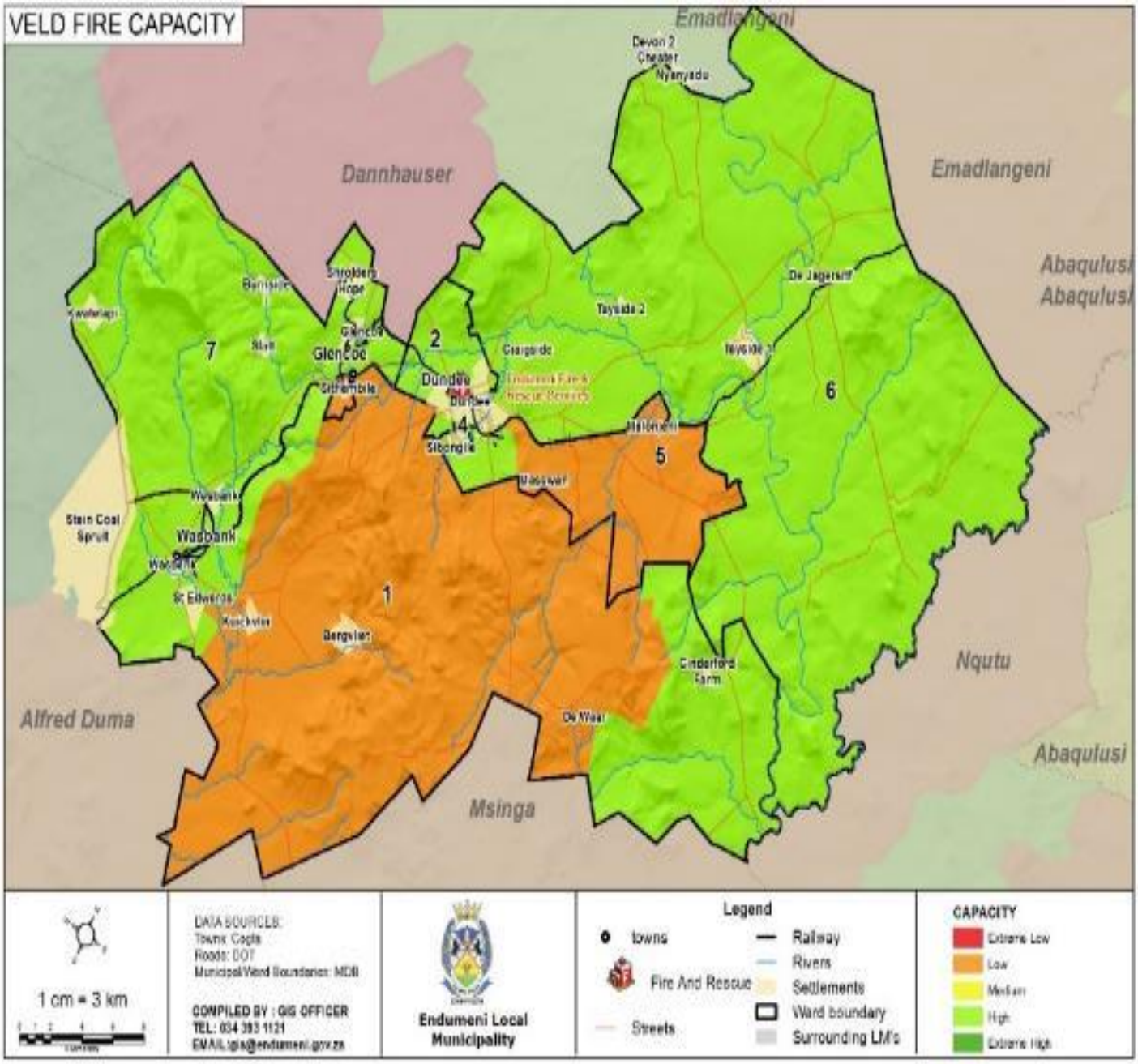
Map 38: Snow Hazard Capacity



Map 39: Strong Wind Capacity



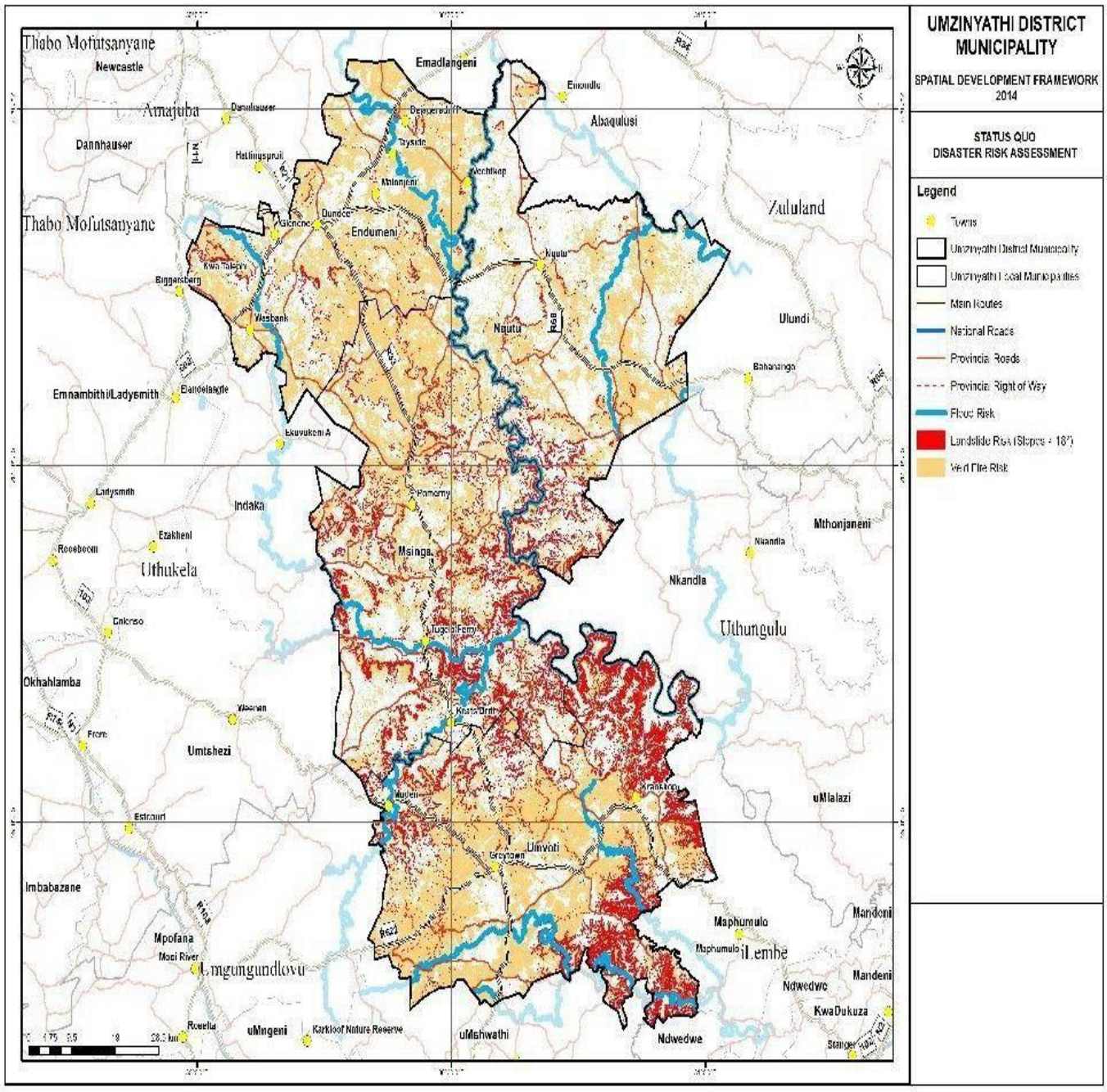
Map 40: Structural Fire Capacity



Map 41: Veld Fire Capacity

2.9 DISASTER RISK RATING MAPS (DISASTER RISK EVALUATION MAPS)

The map below shows the overall for the entire municipality and the states the level of risk.



Map 42: Disaster risk evaluation

2.10 DISASTER RISK REDUCTION FOR DM AND FIRE SERVICES

DM & Fire Services Programmes/Projects

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	YEAR
Improve Capacity to Reduce Fire Risk			
Endumeni Disaster Management Advisory Forum	R 40 000	Endumeni Municipality	2019/20
Establishment of the volunteer program	R 98 762	All Municipal wards	2019
Educate Communities on Fire Risk			
School awareness Campaigns	R 40 000	All Municipal wards	2019/20
Building capacity: workshops, training	R 30 000	All Municipal wards	2019
MITIGATION			
Working on Fire	R 100 000.00	All municipal wards	2019/20
Quarterly Clean-up Campaign	R100 000. 00	All Municipal Wards	2019/20
Municipal Building Inspection for fire compliance	R 20 000. 00	Ward 2, 3,4, 5, 7	2019/20
Rehabilitation of Stormwater systems & sidewalks	R 200 000. 00	All municipal wards	2019/20
Develop informal settlements bylaws		All municipal wards	2019/20

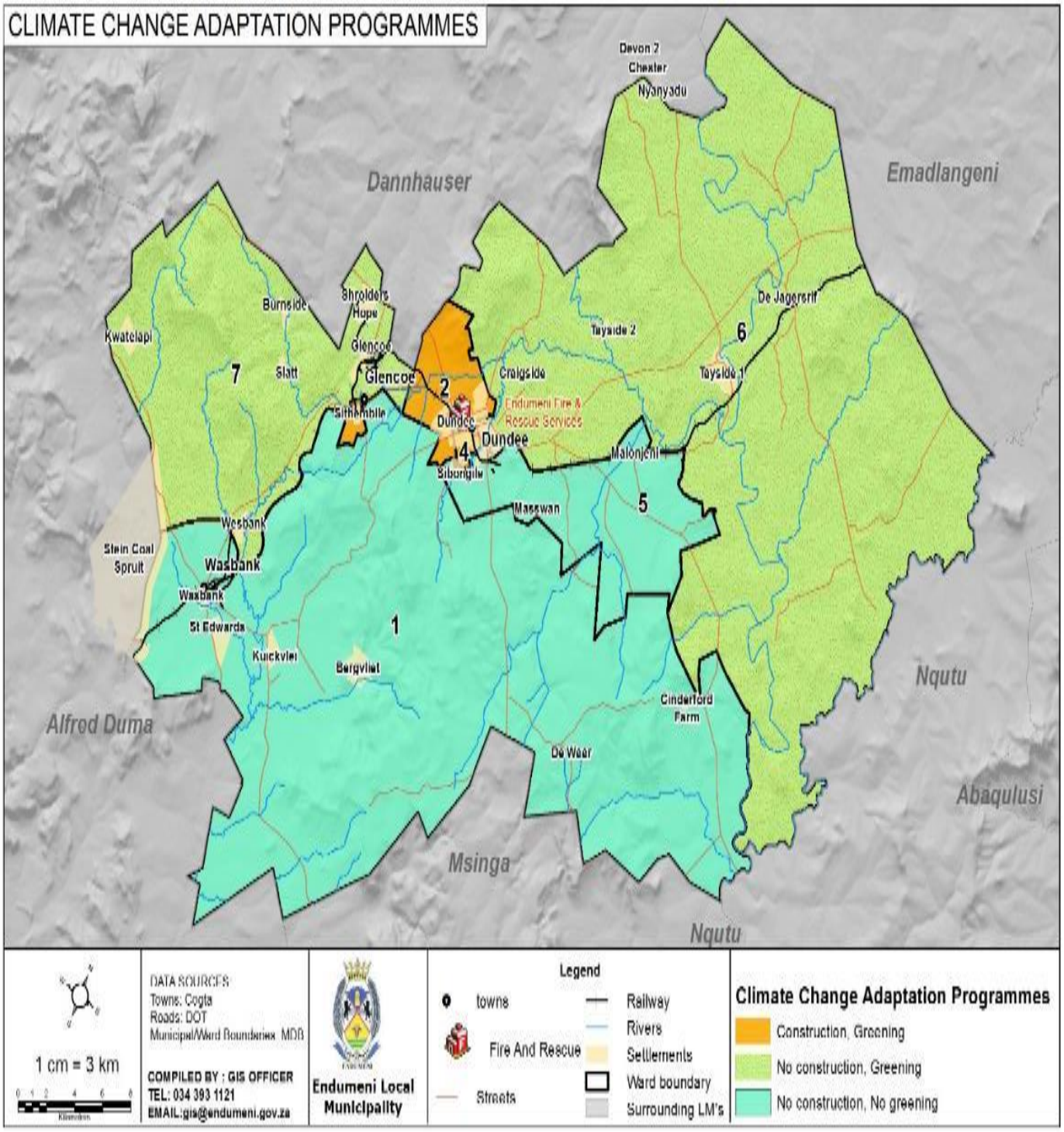
Shared mobility		All municipal wards	2019/20
Wendy house building to mitigate informal settlement fires	R 1 000 000.00	Ward 1, 4, 5, 6,7	2019/20
Building access roads for emergency vehicles	R 500 000. 00	Ward 1, 6 ,7 5 ,4	2019/20

DM Programmes/Projects by Stakeholders

NAME OF THE PROJECT	BUDGET	TARGET AREAS	YEAR
Installation of lightning Conductors	R 100 000, 00	Vulnerable households	2020/21
Removal of invasive alien plants	R 50 000, 00	All municipal wards	2020/21
Provide Post-disaster reconstruction and rehabilitation material	R 300 000, 00	All affected households	2020/21
Installation of static compactors & compaction containers	R 97 500, 00	Ward 2/4 & 3	2020/21
Construction of buy-back Or recycling centres	R 7 000 000,00	Ward 2	2020/21
Construction of Material Recovery Facilities (MRF)	R 10 000 000,00	Ward 3	2020/21

Specific Climate Change Adaptation Programmes

NAME OF THE PROJECT	BUDGET	TARGET AREAS	YEAR
Greening and Open Space	R 100 000. 00	Undeveloped Public Open Space	2020/21
Gabion Construction	R 220 000. 00	Streams	2020/21
Planting of vetiver grass	R 100 000. 00	Schools	2020/21
Restore and rehabilitate degraded land	R 50 000. 00	All municipal wards	2020/21
Community Reforestation	R 100 000, 00	All Municipal Wards	2020/21



Map 43: Climate Change Adaptation Programmes

2.11 DISASTER RESPONSE AND RECOVERY

2.11.1 MUNICIPAL CAPACITY IN TERMS RESPONSE AND RECOVERY

Section 53 of the Disaster Management Act (Act 57 of 2002) deals with disaster management plans for municipal areas. Section 53 (1) (k) of the Act prescribes that a disaster management plan must contain contingency plans and emergency procedures in the event of a disaster, providing for prompt disaster response and relief and the procurement of essential goods and services. The Municipality set aside Disaster management budget annually for the purchase of relief materials in the form of tents, blankets, food parcels and plastic sheeting. This material is provided to victims of disaster incidents when necessary. The municipality does not have necessary capacity to deal with disaster management issues on daily basis as there are only two people dealing with disaster management issues. The mention personnel are strategic as well as operational.

2.11.2 INFORMATION MANAGEMENT AND COMMUNICATION

Information Management

Local Municipality have the responsibility to ensure that all relevant information and reports are submitted to the district Municipalities. The municipality conducts on site visit to monitor, access an extent of the damage, report and evacuate impacts of projects and provide comprehensive reports which include evidence to the KwaZulu-Natal PDMC through uMzinyathi District Municipality. It also provides annual performance evaluations reports to the PDMC within 30 days at the end of the

2.11.3 EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

Capacity Building Programmes/ Public Awareness Campaigns

Sections 15 and 20(2) of the Disaster Risk Management Act (Act 57 of 2002) specifies the promotion of education and training, the encouragement of a broad-based culture of risk avoidance, and the promotion of research into all aspects of disaster risk management. This key performance area addresses the development of education and training for disaster risk management and associated professions as well as the inclusion of disaster risk management and risk-avoidance programmes in school curricula. It also outlines that awareness needs to be created within the community. For example, community and school awareness campaigns etc. Endumeni Local Municipality will continue to develop and implement capacity building and awareness campaigns programmes in order to create knowledgeable communities. The target audience would be communities, community leaders, Operation Sukuma Sakhe, school children Amakhosi and other stakeholders.

2.11.4 ENDUMENI DISASTER MANAGEMENT COVID-19 PROGRAMME

1	Provided Shelter to the homeless
2	Co-ordinate & Provide Social relief to the Vulnerable families.
3	Co-ordinate & Monitor Social relief by the private donors
4	Road blocks with SAPS, Traffic & SANDF to control Illegal people movement
5	Co-ordinated Covid-19 Training for Traffic Officials, Taxi Owners and Taxi Marshals
6	Attend JOC Covid-19 meeting to plan Management Actions
7	Sanitisation of all Public spaces(Ranks, Pension Pay points, Local Taxi waiting Shelters)
8	Monitor Formal & Informal businesses Covid-19 lockdown regulations compliance.
9	Co-ordinated SANDF & SAPS Disaster & Covid-19 Lockdown regulations Community members & Businesses Compliance on Social distance
8	Organise and provide shelter to SANDF
10	Assist in Schools mass sanitisation for re-opening state of readiness
11	Co-ordinated Covid-19 response plan and reediness with department of Health & Dundee Hospital
12	COVID-19 Awareness campaigns through loudhailling
13	Financial assistance to the Municipality on procuring PPE for employees
14	Co-organise Training,Covd-19 safety Plan & Implementation of Testing Station compliance plan for re-opening.
15	Co-ordinate employees COVID-19 capacitation by training before return to work.
16	Procurement of Covid-19 mitigation equipment Sanitisers and temperature screening.
17	Bio-Waster co-management to prevent covid-19 spread

Table: 10 FUNDING

ACTIVITY	FUNDING SOURCE	FUNDING MECHANISM
Stat-up Activities (KPA 1, Enabler 1	National Government	
Disaster Risk Management ongoing operations (KPAs 2 and 3)	Endumeni Local Municipality	Own departmental budget
Disaster risk reduction (KPA 2 and 3)	➢ Endumeni Local Municipality ➢ Relevant Spheres of government	➢ Own departmental budget but can augmented by application for funding to the NDMC for special national priority risk reduction projects
Response, recovery and rehabilitation and reconstruction efforts (KPA 4)	Endumeni Local Municipality	Own departmental budget
		Access to central contingency fund once threshold is exceeded
		Municipal Disaster Grant
		Municipal Disaster Recovery Grant
Education, training and capacity-building programmes (Enabler 2)	➢ PDMC ➢ SETA ➢ UMDMC ➢ Endumeni Municipality	Own departmental budget and reimbursement through SETAs
		Public awareness programmes and research activities can also be funded through

		the private sector, and donor funding
Risk Assessment	➢ Relevant Government ➢ Private Sector ➢ Endumeni Municipality	Own Departmental budget

2.12 DISASTER MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Attributes of the Municipality that is helpful to achieving compliance with the Disaster Management Act and the municipal responsibility in terms of the disaster management principles: ➢ Disaster Management Plan in place ➢ Disaster Management Framework in place ➢ Contingency Plan in place ➢ Sector Plan in place ➢ Disaster Risk Profile in place ➢ Priority risk of municipality significance have been identifying, assessed and documented Hazard assessment studies,reports associated maps	Attributes of the Municipality that is harmful to achieving compliance with the Disaster Management Act and the municipal responsibility in terms of the disaster management principles: Finance: ➢ Awareness Campaigns (Information Billboards. ➢ Standby allowance for response ➢ Office space and furnisher/ equipment ➢ Staff Shortage.
OPPORTUNITES	**THREATS**
External conditions related to the Municipality that are helpful to successful completion of the project and complying with the Act and the municipal responsibility in terms of the disaster management principles: ➢ Interdepartmental corroboration especially in drafting the IDP to ensure identification of Disaster Related Projects ➢ Endumeni disaster component should participate in the municipal planners' forum,	External conditions related to the Municipality that may hinder the successful completion of the project and complying with the Act and the municipal responsibility in terms of the disaster management principles: ➢ Climate change ➢ Capacity - funds, working space ➢ Environmental degradation ➢ Extreme temperatures

	to cap chronic lack of coordination and inferiority of disaster management functions and priorities.	

3. KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3.1 BACKGROUND

Municipal transformation and institutional development relates to a fundamental and significant change in the way the municipalities perform their functions and the calibre of human resources used in the delivery of quality services to the communities served. Service delivery planning has changed from municipal centred approach to community participatory approach.

3.1.1 HUMAN RESOURCE STRATEGY

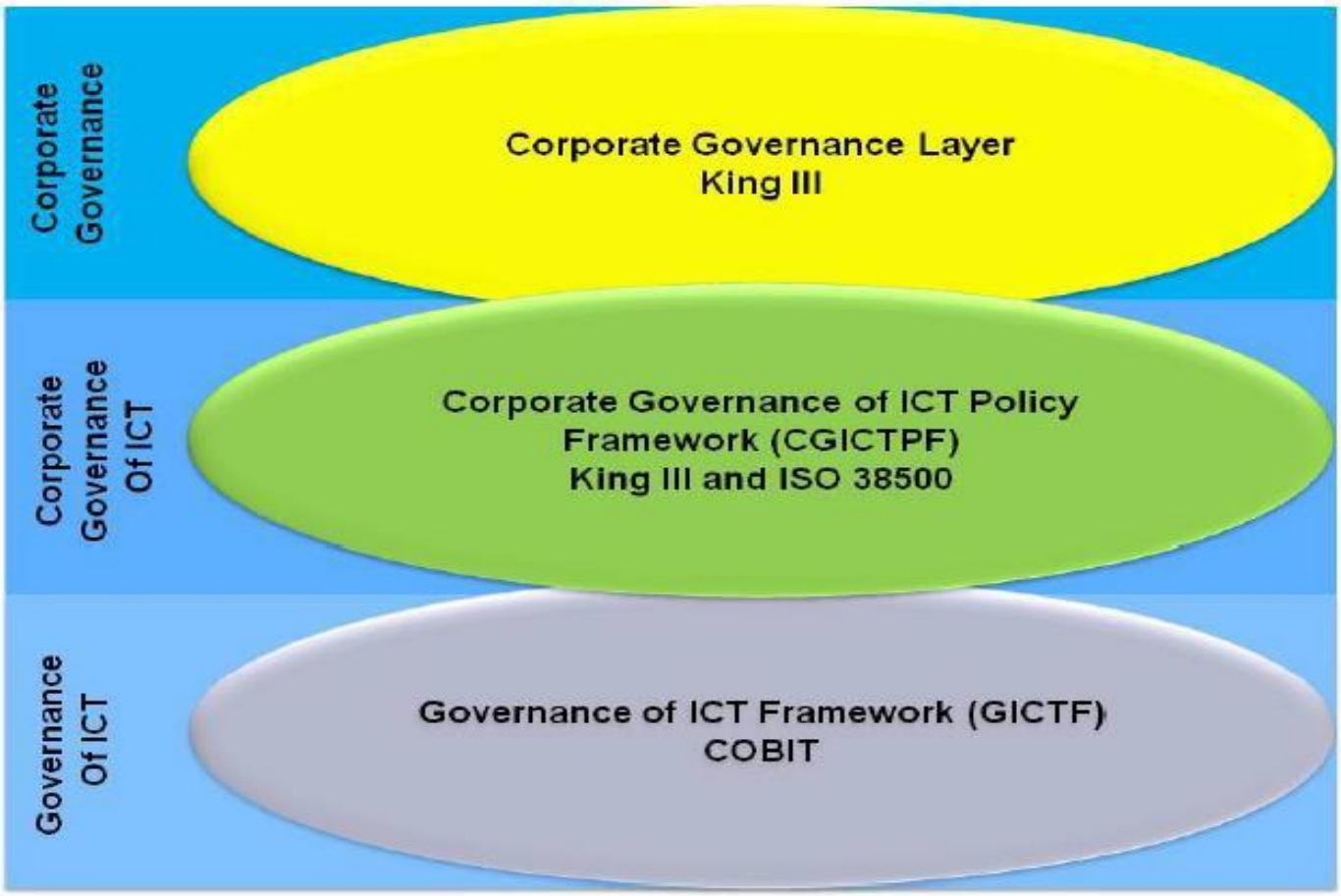
The municipality has adopted a newly developed Human Resource Strategy that is in line with the vision and mission contained in the 5th Generation IDP. In essence the adopted strategy commits to ensuring that the municipality has the necessary human resource capacity that is aligned to the long-term development plans of the municipality. The human resource capacity in the municipality is dedicated to meet the municipal obligation set out by the IDP such as addressing the challenges and mandate brought about by both new service delivery modalities and ongoing transformation of Local Government.

The HR Strategy has detailed the roles and responsibilities of all key municipal departments on how they should perform their duties to achieve the desired goal and objectives of the municipality. It also provides direction on how staff skills should continuously be capacitated.

3.1.2 ICT POLICY FRAMEWORK

The Municipality has an ICT Framework policy that was adopted by Council on the 24 March 2017. The Public Service Corporate Governance of Information and Communication Technology Policy Framework (2012) stipulates that COBIT should be adopted and implemented as the Governance of ICT Framework on the Governance of ICT layer. COBIT will enable the municipality to achieve their strategic goals by deriving optimal value from ICT through the realisation of benefits and optimising resources and risk.

The figure below demonstrates the different governance layers with their related frameworks and standards.



3.2 ORGANIZATION OF ADMINISTRATION

3.2.1 ENDUMENI COUNCI; EXCO & PORTFOLIO COMMITTEES

The Municipality's Management Team is headed by the Municipal Manager who functions under the political directive of the Mayor. There are four (4) Section 56 Managers existent in the reviewed organizational structure, with one proposed which is Community Services who reports directly to the Municipal Manager namely:

- Chief Financial Officer/ Budget & Treasury Office
- Executive Manager Corporate Services,
- Executive Manager Technical Services,
- Executive Manager: Planning & Economic Development Services
- Executive Manager: Community Services

3.2.2 MUNICIPAL TRANSFOMATION

It is our intention to initiate steps for developing of the HR strategy and plan in this financial year 2021/22. Although the strategy was adopted on 2 June 2016, a comprehensive operational plan was never developed. The Endumeni Municipality has a total staff compliment of 358 permanent employees. The organograms for all departments was submitted to the Local Labour Forum for approval and all organograms were reviewed and amended by Council. The employees of the Endumeni Council are represented on the organizational structure as follows:

WORKPLACE PROFILE

The Endumeni municipality's workforce consists of:

- 98 African Females
- 5 Coloured Females 15 Indian Females
- 10 White Females
- 201 African Males 4 Coloured Males 10 Indian Males
- 15 White Males

STAFF MOVEMENT

The Municipality has appointed a number of employees from the beginning of the financial year, but there has been some resignations as well. Appointments 1st of July 2018 to 30 June 2019

- 1st Quarter July to September 2019 = 8
- 2nd Quarter October to December 2019 = 11
- 3rd Quarter January to March 2020 = 6

Table: EXITS JULY 2019 TO JUNE 2020 (death, resignation, retirement, medical board)

	Death	Resignation	Retirement/ pension	Dismissal	Medical board
1st Quarter July to Sept 2019	1	3	3	3	**1**
2nd Quarter Oct to Dec 2019	1	3	3		**0**
3rd Quarter Jan to March 2020	**1**	**4**	**4**		**0**

3.2.3 ORGANISATIONAL DEVELOPMENT

INSTITUTIONAL ARRANGEMENTS

The Endumeni Council has, in accordance with Section 43 of the Municipal Structures Act No. 117 of 1998, established an Executive Committee comprising of three members. The Executive Committee is chaired by the Mayor, while the Council is chaired by the Speaker in terms of Section 48 and Section 36 of the Municipal Structures Act (117 of 1998) respectively.

The Executive Committee functions under delegated authority of the Council, except for those powers and functions as determined by Section 160 of the Constitution of South Africa 1996. The Endumeni Municipality is demarcated into 6 wards with active ward committees.

The purpose of the Ward Committees is to assist the Ward Councillors with organizing, consulting and the cascading of information to all stakeholders of the various wards.

3.2.4 POWERS AND FUNCTIONS OF THE ENDUMENI LOCAL MUNICIPALITY

The Endumeni Municipality is a category B Municipality as described in Section 155(1) (b) of the Constitution of the Republic of South Africa 1996. The powers and functions of the Endumeni Municipality is in compliance with Section 156 of the Constitution of the Republic of South Africa, 1996.The Endumeni Municipality is a category B Municipality as described in Section 155(1) (b) of the Constitution of the Republic of South Africa 1996. The following powers and functions of the Endumeni Municipality is in compliance with Section 156 of the Constitution of the Republic of South Africa, 1996.

Table: POWERS AND FUNCTIONS

POWERS & FUNCTIONS	Responsible Department
Building Regulations	Planning & Economic Development Services
Electricity Reticulation	Technical Services
Fire Fighting Services	Office of the Municipal Manager
Local Tourism	Planning & Economic Development Services
Municipal Airport	Planning & Economic Development Services
Municipal Planning	Planning & Economic Development Services
Storm-Water Management System in	Technical Services
Trading Regulations	Planning & Economic Development Services
Cemeteries	Technical Services
Cleansing	Technical Services
Billboards and Display of	Planning & Economic Development Services
Licensing and Control of undertaking	Umzinyathi District Municipality
Local Amenities	Technical Services
Municipal Parks & Recreation	Technical Services
Municipal Roads	Technical Services

Pounds	Technical Services
Public Places	Technical Services
Refuse Removal, Refuse dumps and Solid Waste disposal	Technical Services
Street Trading	Planning & Economic Development Services
Street Lighting	Technical Services
Traffic and Parking	Technical Services
Libraries	Planning & Economic Development Services
Museums	Planning & Economic Development Services
Municipal Halls and other Municipal	Planning & Economic Development Services
Financial Planning and Budgeting	Budget & Treasury Office (BTO)
Expenditure and Related Liabilities	Budget & Treasury Office (BTO)
Income and Related Credit	Budget & Treasury Office (BTO)
Control of Council's Assets	Budget & Treasury Office (BTO)
Investments	Budget & Treasury Office (BTO)
Financial Reporting	Budget & Treasury Office (BTO)

3.2.5 VACANCY RATE

The Endumeni Local Municipality has a total of four (4) Departments and the Office of the Municipal Manager which make up a full organizational structure. Namely: Office of the Municipal Manager; Corporate Services; Budget & Treasury Office; Planning & Economic Development and Technical Services

Below is table which depicts the staff complement in terms of the departments:

NO	NAME OF DEPARTMENT	NO. OF POSTS IN THE ORGANOGRAM	FILLED
	Office of the Municipal Manager	33	30
	Corporate Services	62	55
	Technical Services	206	186
	Planning & Economic Development Services	73	59
	Budget & Treasury Office	52	46

		TOTAL				426	376

The total Vacancy Rate as per the attached Reviewed Organizational Structure is 11,7%

3.3 DEPARTMENTS REPRESENATION

Table: According to the approved 2019/2020 organizational structure, the following departments and sections exists within the Endumeni Local Municipality:

OF THE OFFICE OF THE MUNICIPAL MANAGER	DEPARTMENT OF CORPORATE SERVICES	DEPARTMENT OF BUDGET & TREASURY OFFICE	DEPARTMENT OF PLANNING & ECONOMIC DEVELOPMENT SERVICES	DEPARTMENT OF TECHNICAL SERVICES
PURPOSE Provide leadership to the municipality & support council in fulfilling its mandate	**PURPOSE** Undertake corporate & administrative services	**PURPOSE** The efficient management of the finances of the municipality	**PURPOSE** To provide and coordinate effective Development Planning; Building Control& Compliance; Environmental	PURPOSE To provide capital & maintain existing infrastructure

FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTION
Communications & Public Relations Batho Pele Coordination Intergovernmental Relations Internal Auditing Risk Management Legal Services Executive Council Support Services Public Participation Disaster Management Fire Services Social programmes	Human Resources Skills Development & Training Labour Relations Administration; Information Technology Fleet Management & Control Registry Management Printing Services Safety & Security	Revenue Management Expenditure Management Asset Management Supply Chain Management (SCM) Stores Management Budget Reporting & Financial Systems,	Development Planning Services / Town Planning Services Geographical information Systems (GIS) Environmental planning & Management Services Integrated Development Plan (IDP) and Performance Management Plan (PMS) Building Control and Enforcement Municipal Estate Services LED & Tourism Services Municipal Enterprises / Facilities	Civil Engineering Electrical, Mechanical Projects Technical Administration Human Settlement Implementation Waste Management Services

3.3.1 STATUS OF CRITICAL POST

The status of the critical positions is as follows:

- The Position of Municipal Manager is filled.
- The Positions of Section 56 Managers are all filled

3.3.2 THE STATUS OF CRITICAL & BUDGETED POSITIONS:

In accordance with the approved 2019/2020 organizational structure and annual budget, the critical positions per departments have been prioritized to be filled during the first quarter of the 2020/21 financial year to enable the smooth implementation of the 2020/21 SDBIP.

3.4 WORKPLACE SKILLS PLAN (WSP)

In accordance with the Skills Development Act and kills Levy Act, municipalities have to prepare and review the Workplace Skills Development Plan. During 2020/2021, the municipality will review and implement the Workplace Skills Development Plan as required by the said Act. The plan seeks to address employee's skills development, scarce skills and also skills audit of the municipality.

The municipality is registered with the Local Government Sector Education and Training Authority (LGSETA), and skills development relating to all levels of employees functions will be undertaken and integrated into the plan. The municipal employees, Councillors and Ward Committees will be trained on various skills development as part of the Workplace Skills Plan. Skills audit will be undertaken to determine the employee training needs, and these training needs will form part of the Workplace Skills Plan. The municipality is committed in training and developing its employees thereby improving productivity levels.

3.4.1 EMPLOYMENT EQUITY PLAN

The Employment Equity plan for the year under review came to an end on 31 October 2019, and we are in the process of developing a new plan for the next Five (5) years, which should be adopted by 30 June 2020. The municipality has been transforming its management structure and has considered people with disabilities in its employ. Currently there is One (01) woman who is the Head of Department, one (1) person living with disability and Nine (09) coloured employees in the municipality. Likewise, a good percentage of the employees are youth.

The Municipality's vision for Employment Equity is to maximize the benefits of diversity, equal opportunity and fair treatment of employees, to maximize growth of employees so that the Municipality delivers a high quality service to the people of Endumeni, particularly the poor and those historically disadvantaged.

3.4.2 RETENTION STRATEGIES

Generally, employers want to hire people who will stay with the company. For obvious practical reasons, employers don't want to hire chronic job-hoppers. The cost of recruiting, selecting and training new staff can be extremely high. Turnover is a valuable and useful non-performance criterion because it measures employment stability. Many factors should be considered in the measurement of turnover. One is *voluntariness* (whether the employee was dismissed, resigned to take another job with better promotional opportunities, or resigned because of dissatisfaction). Another factor is *functionality* (whether the employee was performing the job effectively or ineffectively).

Research reports are replete with studies which measured the relationship between turnover and performance, which concluded that poor performers were more likely to resign voluntarily than good performers. On the other hand, conventional wisdom is such that an employee who resigns is probably appraised better than an employee who was dismissed. However, some organisations will allow an employee to resign to improve his or her prospects of getting another job, this clouds the value of turnover as a measure of performance.

The attitude towards job-hoppers has also changed over the years. Twenty years ago, job-hoppers were viewed with some suspicion at management level: they seemed unstable and unable to hold a job for long. Today, however, job-hoppers are regarded more positively. Exposure to different jobs is taken to mean that they have more breadth of experience. This is an example of how the same behaviour (turnover) acquires different interpretations over time. A retention strategy adopted by the council must take the above into account and, be flexible enough to enable the retention of employees with scarce skills and be responsive enough so as to mitigate against the loss of institutional memory. Whereas the Municipality has a succession plan policy in place which is up for review during the current financial year, amendments shall be effected to make it more enabling in addressing the needs referred to above, and it shall be rigorously implemented with renewed vigor.

3.5 SKILLS TO BE RETAINED

(a) Scarce skills: Scarce skills are those skills that are needed to realize the Department's goals and objectives, but which are difficult to recruit and expensive to replace.

(b) Valued Skills: Valued skills are those skills that are not classified as being scarce skills. Examples are employees with qualifications that are valuable to posses and positively

contribute to the service delivery goals of the Municipality and the loss thereof will have a negative impact on a Department's ability to meet its goals.

(c) High – Risk skills: High – risk skills are the skills that an employee has attained over a long period of time pertinent to the department through years of service experience and such employee has indicated his/her intention to leave soon.

The list of skills which need to be prioritized in terms of recruitment; retention as well as in our skills development plan is gazetted annually, as Occupations in high demand by the Minister of Higher Education, as the shortage of these skills affects the Municipality as it does every other employer in the country. Occupations in High Demand refers to those occupations that show relatively strong employment growth and/or are experiencing shortages in the labour market or which are expected to be in demand in the future.

According to the latest list, Gazette No. 41728, Vol. 638, 22 June 2018, the following occupations are in the top 10 of those occupations in high demand:

i. General Manager Public Service

ii. Senior Government Official

iii. Senior Government Manager

iv. Chief Financial Officer

v. Finance Manager

vi. Management Accountant

vii. Payroll Manager

viii. Credit Manager

ix. Internal Audit Manager

x. Corporate General Manager

As can be seen from the above list of professions, the Municipality strives to ensure that all the top ten professionals in high demand are in its employ.

It becomes therefore a no-brainer that, we should be taking pro-active steps to prevent finding ourselves in a crisis where we are trying to recruit in these fields after having failed to retain these professionals.

3.5.1 LINK STAFF RETENTION WITH AN EFFECTIVE RECRUITMENT AND SELECTION PROCESS.

A lot of staff losses are caused by unattractive salary packages which came as a result of the implementation of the Job/Task Evaluation. To prevent this, accurate job descriptions must be developed that clearly identifies the core competencies required for successful performance. These job descriptions must be used during the recruitment and selection process. In some cases, it has also been shown to be good practice to "hire for capabilities and train for skills". This is where a person is appointed because he/she has the right capability to be able to do the job even though they may not have the necessary skills required since these can be attained through training.

3.5.2 LINK STAFF RETENTION TO AN EFFECTIVE INDUCTION PROCESS

Best practice studies show that the first few weeks of employment are important for establishing employee commitment to equipment. It is therefore essential that Managers and human resource practitioners lay the foundation for future commitment by being part of the induction process. A good way of addressing this is to have well-structured and dynamic induction programs that stretches from the employee's first day of work employees to read even if they have not started working.

3.6 ORGANISATIONAL STRUCTURE (ATTACH REVIEWED ORGANIZATIONAL STRUCTURE)

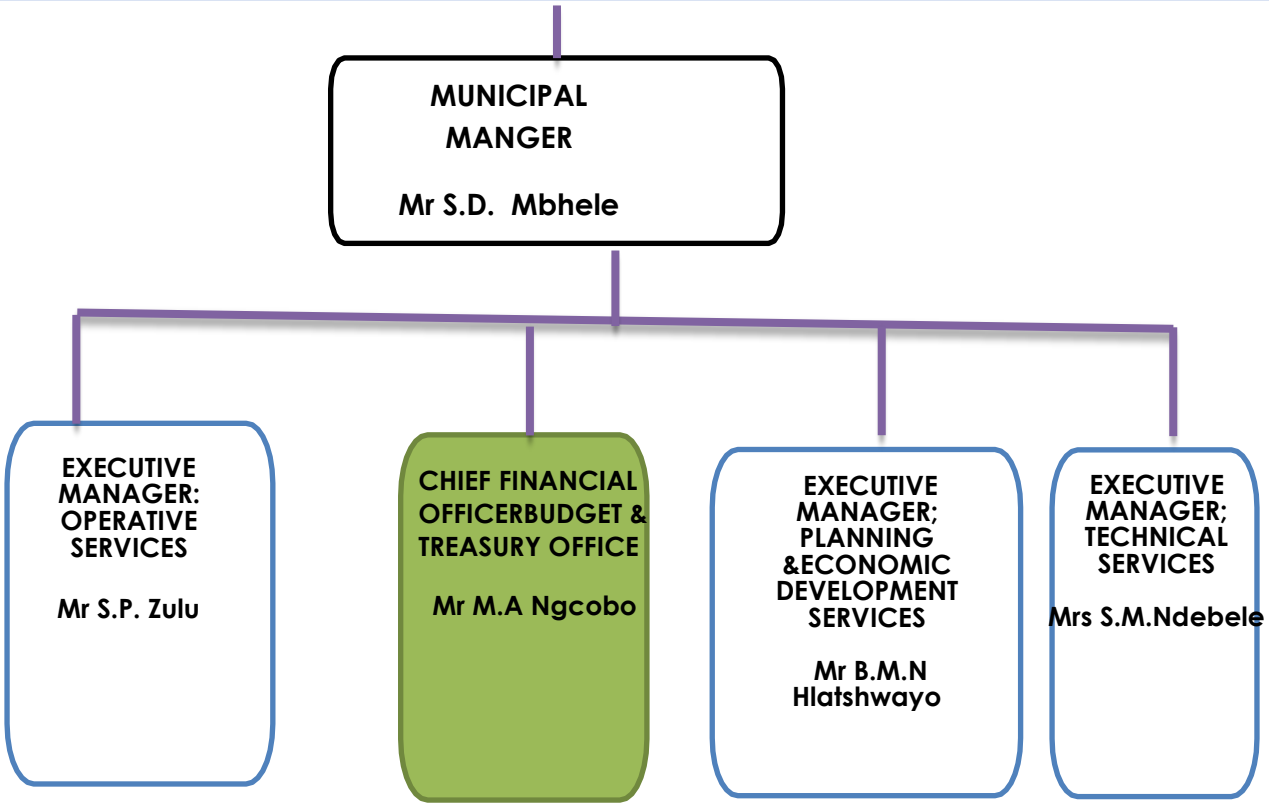


Table11 : MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT ANALYSIS

STRENGTHS	WEAKNESSES
Capable and Skilled officials	Lack of a Functional EEP Committee
An Aligned Organizational Structure	Lack of Council adopted Staff Retention Strategy
Active & Functional Unions (Local Labour Forum)	Lack of a Council adopted Succession Planning Policy Framework
A Council Adopted Human Resource Strategy	Slow pace in meeting EEP Targets especially with regards Women Representation at top Management and Middle management levels and with regard to appointment of people living with Disabilities
A Council Adopted Employment Equity Plan	Inconsistent Reporting on EEP to the Department of Labour
A Council Adopted Work Skills Plan (WSP)	Slow pace in implementing the WSP
A Council Adopted ICT Policy Framework	Inconsistent application of regulations (Change Management Strategy)
A Council Adopted IDP and Sector Plans	Lack of a Municipal-Wide Diversity Management Strategy and Plan
A Council Adopted Budget & Budget Related Policies	
A Council Adopted PMS Policy Framework	
A Council Adopted Communication Strategy & Plan	
A Council Adopted Policies and Bylaws	
OPPORTUNITIES	THREATS
Availability of Various Grant Funding Instruments for Skills	Losing skilled personnel through natural attrition
Availability External Technical Support especially from Govt.	Inability to attract and retain scarce skills
Development and Implementation of the Diversity Management Plan for the Municipality	Low staff Morale and reduced productivity levels
Cascading of PMS to the rest of the Organization	Implementation of EEP and WSP

4. KPA: BASIC SERVICE DELIVERY

4.1 WATER SANITATION

4.1.1 BULK WATER

UMzinyathi DM is the Water Services Authority (WSA) for the entire district in terms of Section 1 of the Water Services Act, 1997. Water in UMzinyathi

District Municipality is mainly drawn from natural sources like streams and rivers. The main surface water sources emerge from Buffalo River and a few small dams but during the drought season's water is augmented from Ntshingwayo Dam. Raw water supply is from the Buffalo River which is treated at the Biggersberg Water Treatment Works with a capacity of 14.6Ml. Reservoirs at treatment plant supplying to Dundee are 7.1Ml with storage of 36hrs.

This water is purified and stored in reservoirs within Dundee near Strathmore Park and in Reservoir next to Glencoe. The majority of the areas within Endumeni are dependent on rudimentary water schemes. UMzinyathi District Municipality has reviewed the bulk water and sanitation strategy which has quantified the backlogs for each local municipality, funding required to eradicate backlogs and funding sources. The strategy for water is as follows:

- Many small standalone schemes are being planned;
- Planned schemes are very costly – above the Department of Water and Sanitation benchmark guidelines; and
- Serious concerns relate to the availability of reliable and sustainable water sources in the district.

4.2 STRATEGIC ISSUES TO BE ADDRESSED:

- Bulk Schemes to be assessed to extend services to other areas;
- Benefits – reduced capital costs;
- Sustainable water sources as many bore holes are drying up;
- O&M Costs Reduced; shorten construction time and increase speed of service delivery; and
- Avoid duplication of bulk infrastructure costs.

Water Funding Requirements for Endumeni Municipality is estimated at R 17 584 989.49 of the total estimated funding requirements of R 4 009 344 842.72 for the entire district. The 2015/16 Plan for Reduction of Backlogs stated that water backlog will be 27 998 households (27%) at the end of June 2015, and to be reduced by 12 711 households by 30 June 2016; thereby improving access to communities within the RDP standards. Households to be with water by the end of June

2015 is 94 472 households. In terms of short-term measures for the provision of water, the municipality is implementing spring protection programme and refurbishment and drilling of new boreholes. (Source: UMzinyathi DM 2015-16 IDP)

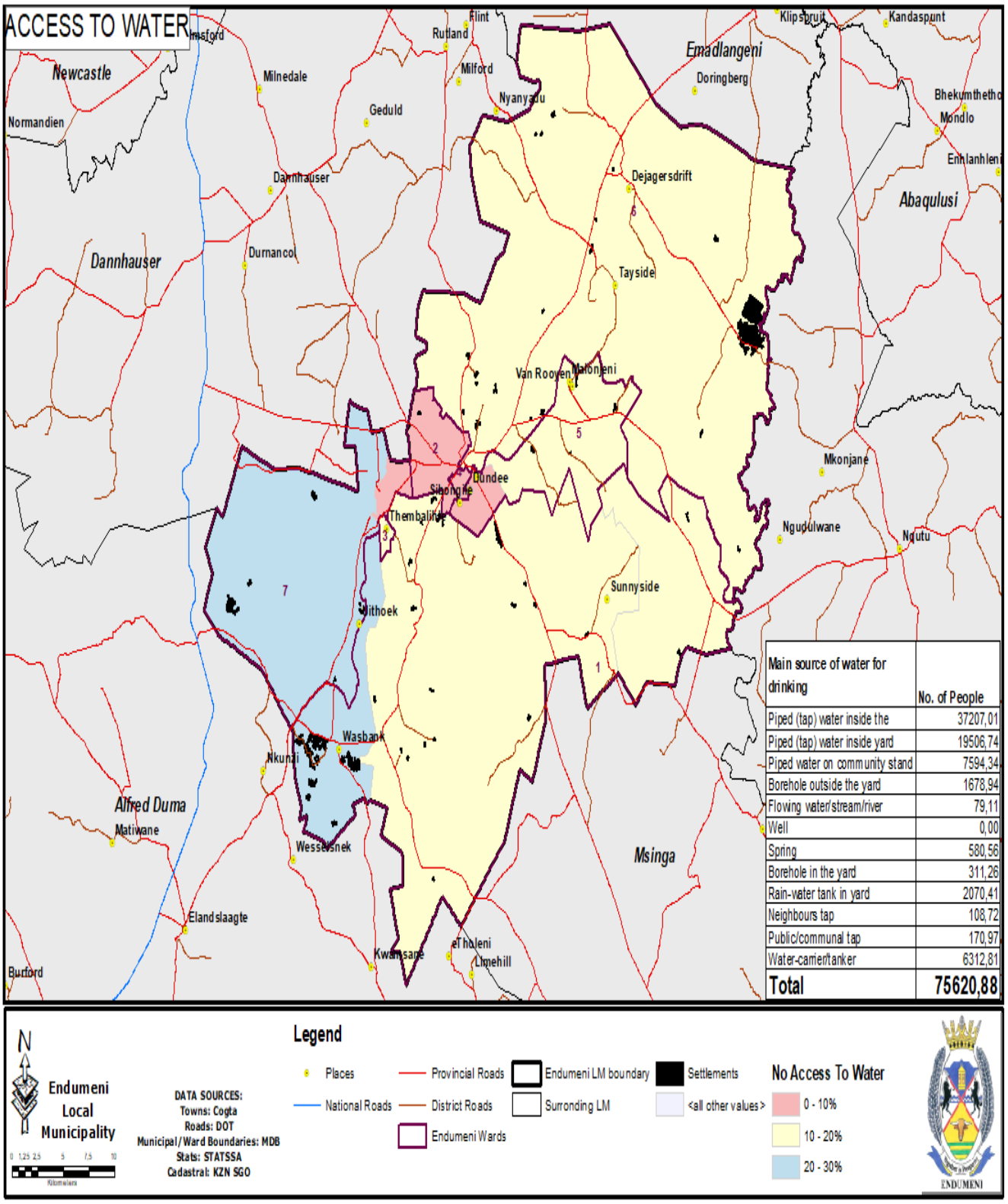
4.3 AREAS THAT LACK ACCESS TO WATER

The majority of Endumeni households have access to waterthrough local water schemes. At least 14 287 households have access to water through local schemes and at least 1107 are still dependent on boreholes for their survival. These households use spring, dam and rivers as sources of water and are prone to a number of water borne diseases. The Municipality has also made provision of water tankers to supply water to those communities with little or no access to water. The water provision has improved in the area of Endumeni, households with water inside dwelling have increased in 2007 and those that live below IDP standard are reported to be on the increasing path.

According to Statssa, the households who have water in their dwellings is approximately 10 434 and in yard estimated at 3 618. At least 1 279 have no access to piped water as compared to 2007 when 2080 had no access and these are the households below RDP standards. The levels of service delivery derived from acceptable national policy frameworks which are relevant for the level of water services indicate the following definitions as being applicable:

- A 'Survival' level of service providing five (5) to eight (8) litres of water per capita per day at 800 – 1500 meters walking distance;
- The RDP level of service providing twenty-five (25) litres of water per capita per day at 200 meters walking distance; and
- A higher level of service providing more than twenty-five (25) litres of water per capita per day and at less than 200 meters walking distance. It even includes a yard or house connection.

The National legislated (RDP) minimum norms and standards in respect of water supply in South Africa are therefore considered to be a maximum 200 m's walking distance between a communal standpipe and one's residence. This national standard has been accepted by the Department of Housing as their minimum norms and standards for the rural housing instrument as far as subsidised housing provision is concerned. Therefore, due to the fact that the provision of water amounts to housing purposes in terms of the Housing Board/ Department of Human Settlements explanation of rural subsidies, the provision of water at the minimum RDP level of service provision at least should constitute a key municipal objective for implementation in the Endumeni Municipal area as a whole.

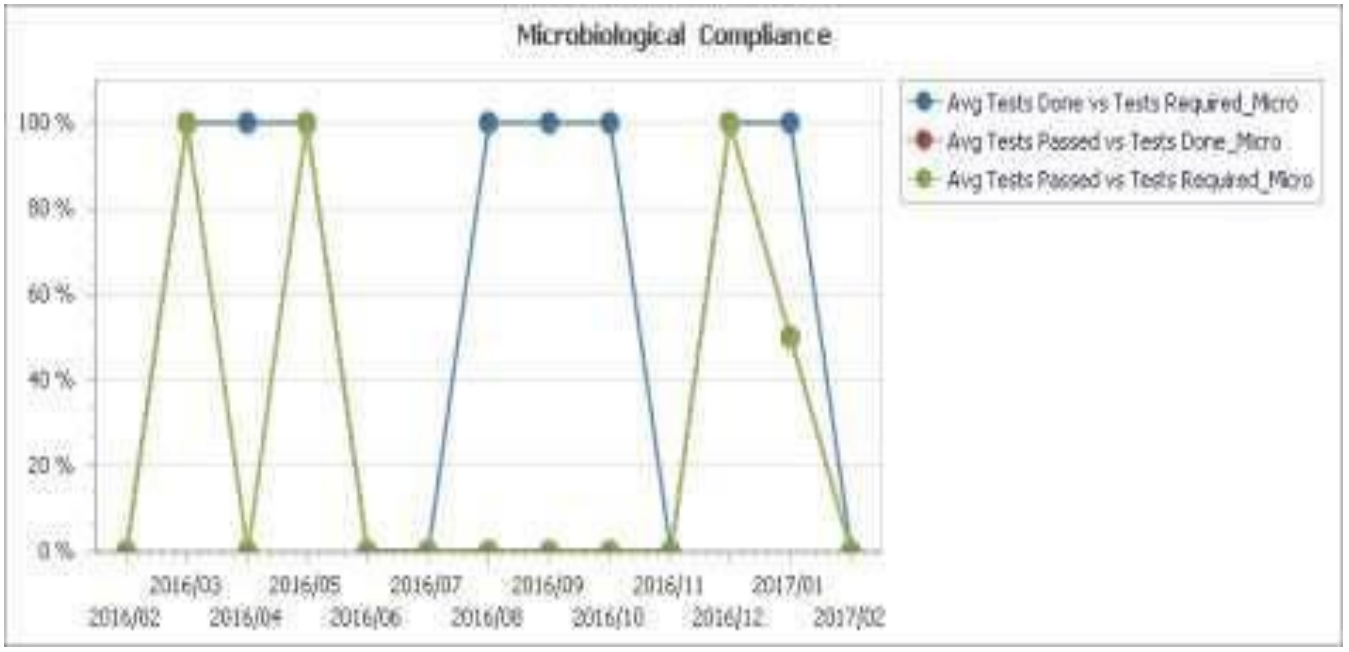


Map 44: Access to Water

4.4 BULK SEWER INFRASTRUCTURE

According to the Department of Water and Sanitation, the Water Treatment Plant in Dundee is one of the eight (8) that are found within UMzinyathi District Municipality. The total design capacity yield for all eight WWTP is 18.2ML/ day and these still have a spare load of 92,5%. The urban areas such as Dundee are provided with advanced bulk water infrastructure such as Waste Water Treatment Plant (WWTP) and associated reticulation. Treatment of sewer is at the Dundee Wastewater Treatment Works with capacity of 10Ml. Dundee WWTP received a 77,5% score in terms of Blue Water Status which was the highest within UMzinyathi District Municipality.

The provision of sanitation services is also the responsibility of the District Municipality. This includes the delivery of bulk sanitation infrastructure such as the waste water treatment plants. Most of the treatment plant facilities are owned and managed by the District Municipality other treatment plants are privately owned and managed. There are several pump stations in the reticulated areas whilst waste water treatment plants are generally located in urban towns and these in terms provide these towns with a waterborne sewerage system. The capacity of the existing bulk sanitation infrastructure may need to be confirmed for the purposes of future development. However, there are some parts of the urban areas which are not connected to waterborne sewerage and as such these depend on septic tanks. The rural areas primarily depend on pit latrines, and very few are still using the bucket system; and the target is to ensure that all the rural areas have pit latrines that meet the RDP standards.

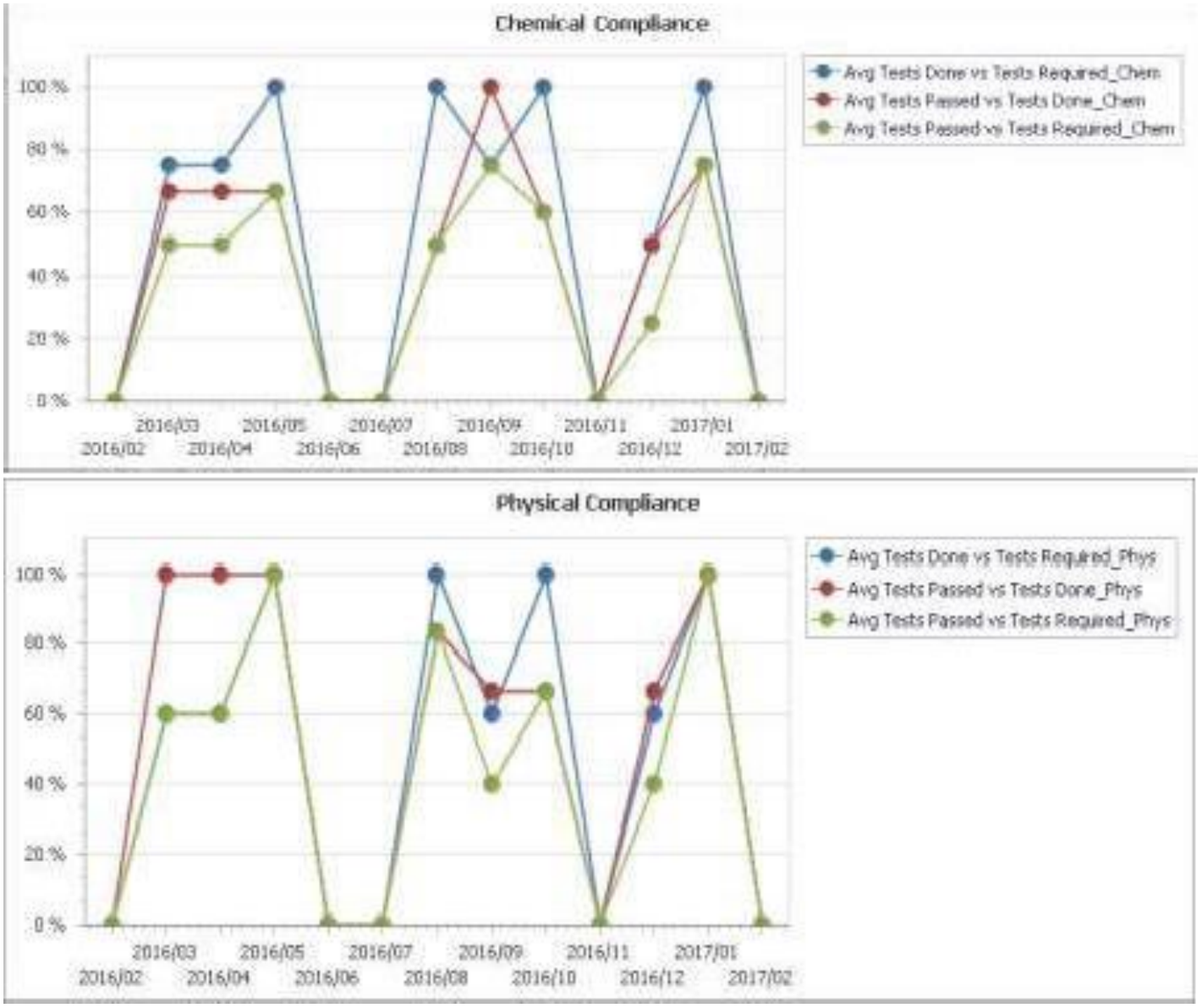


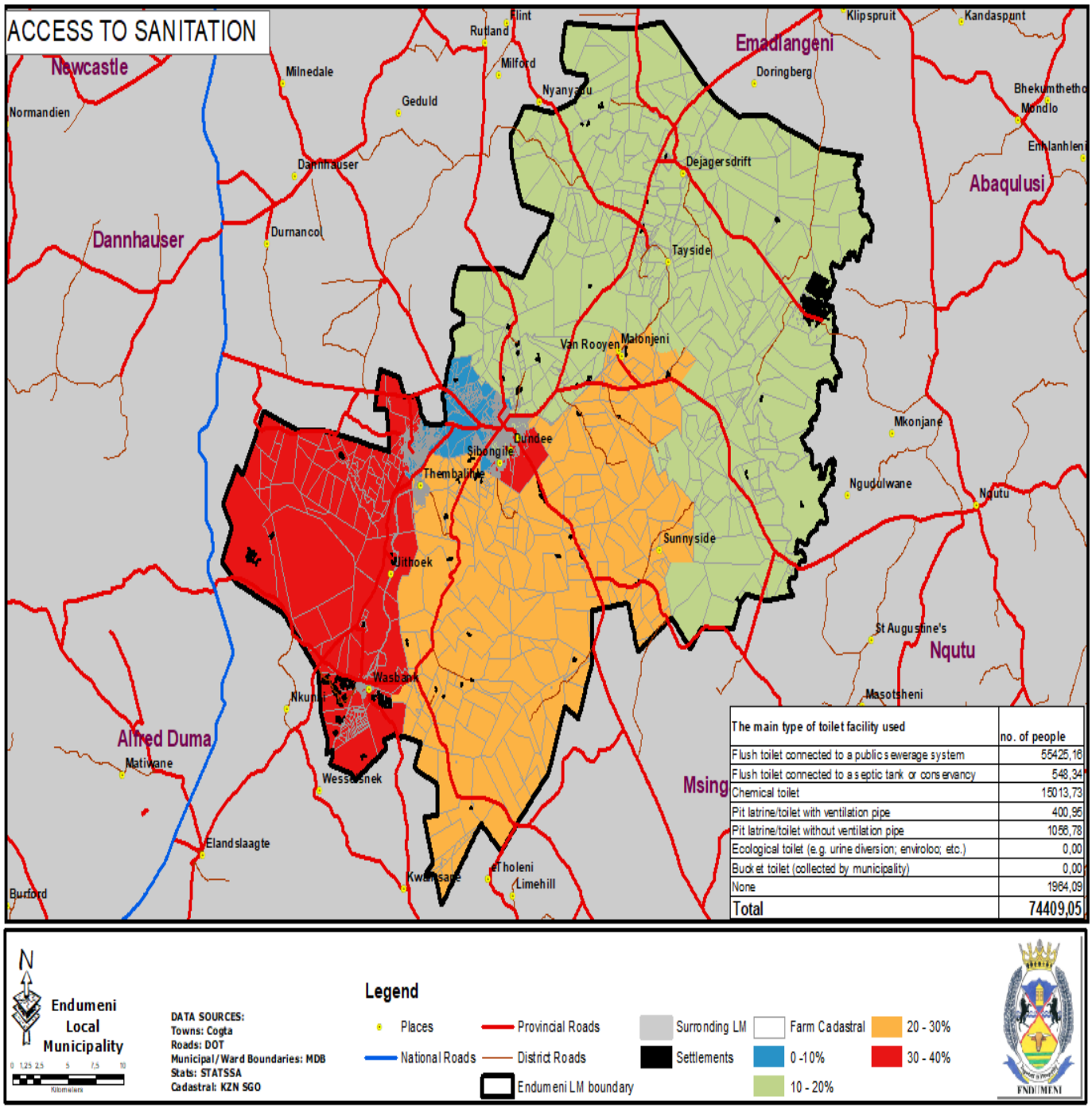
4.5 AREAS THAT LACK ACCESS TO SANITATION

Sanitation backlog is estimated at 686 households in 2011, while on the other hand 86% has access to hygienic toilets Access to basic service remains a priority of most societies. It is well understood if one considers the improvement in livelihood and lifestyle that result from accessibility of key services. To this end, the Endumeni municipality has enjoyed dramatic improvement in sanitation access as compared to all other local municipalities within the district. The total number of households without access to sanitation facilities at acceptable levels is estimated 24,9%. The latter being the minimum RDP standard level of service. Poor sanitation

practices impact negatively on the health and wellbeing of the whole community and also on the environment. A water services institution should support the viability and sustainability of sanitation services to the poor by providing basic sanitation services (for example the removal of sludge from pit latrines) at as low a cost as it can afford to and preferably for free.

However, majority of the residence within Endumeni have access to sewage connected services, approximately 12 820 households enjoy access to flushed toilet system and 849 have VIP system. This is a remarkable improvement if we consider that 1996 only 7000 households mainly from the advantaged backgrounds and townships had access to flushed toilet system. During the same year (1996) at least 100 households were still using the bucket system which has since been eradicated.





Map 45: Access to Sanitation

4.6 SOLID WASTE MANAGEMENT

4.6.1 REFUSE REMOVAL AND LANDFILL SITE

According to the available 2011 Census Data which has also been confirmed by the final 2017/2018 Reviewed Integrated Waste Management Plan (IWMP) of Endumeni Local Municipality, a total 82% of households have access to decent refuse removal and the remaining 3 500 households have no access at all. It is estimated that, 2895 of the 3 500 households use personal dumping which might constitute illegal dumping. This service is currently offered in the following areas including Dundee Town, Sibongile Township, Glencoe, Sithembile Township and Wasbank. During the 2015/16 financial year, the municipality purchased a refuse truck which is currently in operation. The municipality owns a licensed Regional Landfill Site which is located within Glencoe Town. The Landfill Site has two cells, which is Cell1 and Cell2. The municipality is currently operating on Cell1 and its life span will come to an end on the year 2021. Cell2 life span have not been estimated since it is not yet in operation.

The municipality received funding from COGTA for the implementation of the Small Town Rehabilitation Programme (STR). The municipality has utilized part of the STR Grant funding to purchase a total 35 Skip Bins and 250 bulk skip bins utilizing which have since been placed on strategic points across the municipal area in order to improve provision of the waste management related services. The Dundee CBD and Glencoe being the major urban centres of the municipality have been major beneficiaries from the STR duiding. For the areas in the Rural areas like KwaThelaphi, Mpilonde, Dejaggers drift, Enyanyeni, Strathford Farm and Kunene Farm, the Municipality is seeking to utilize a transfer station. The municipality will collect refuse on a central station in each of those areas.

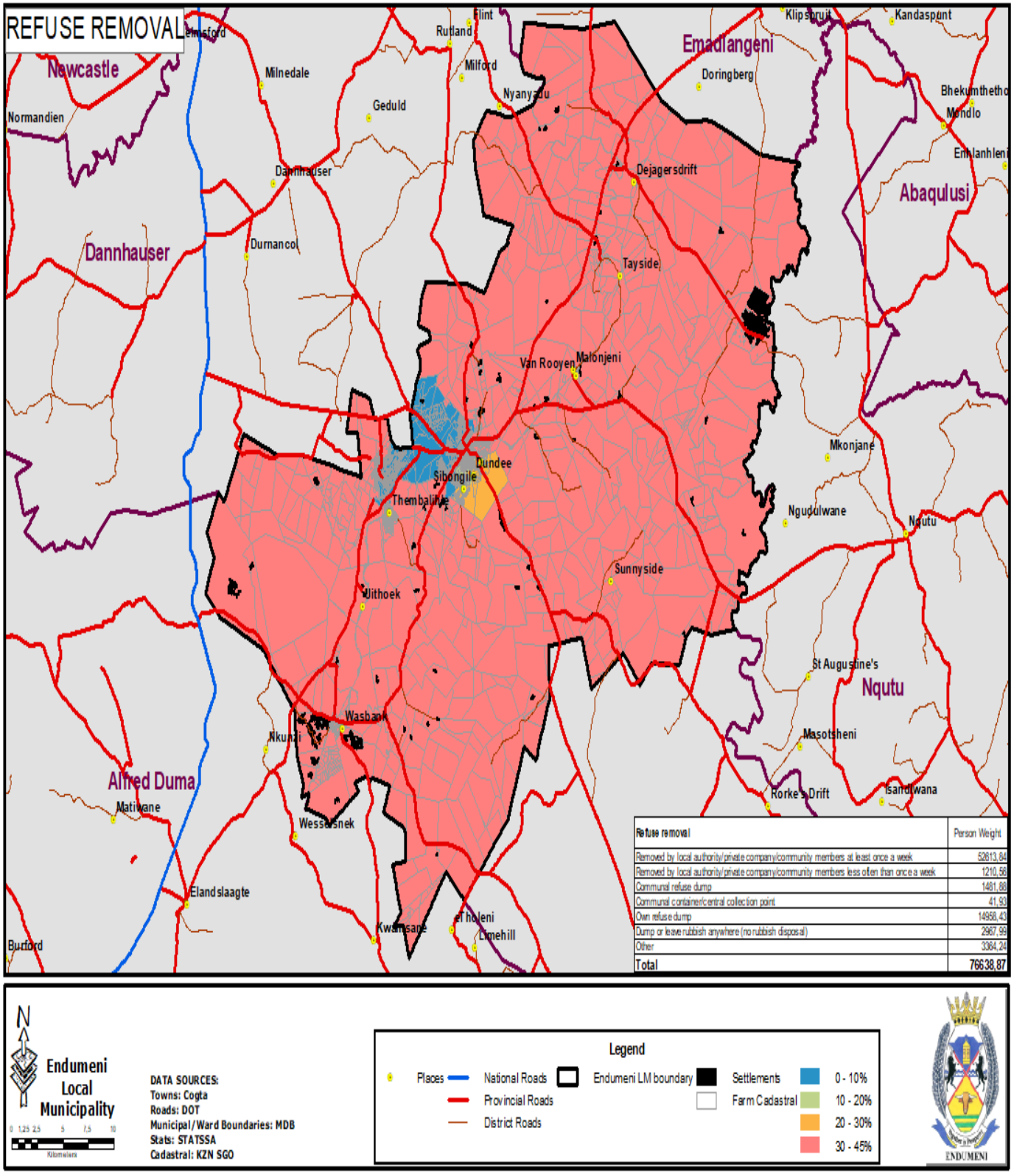
What is also very important to highlight is that Endumeni Local Municipality has since developed and compiled its Integrated Waste Management Plan (IWMP) referred to as Annexure G of the 2020/21 IDP to demonstrate its strategic resolve to execute its constitutional obligations with regards to the Waste Management Plan. An Implementation Plan has been included in the 2019/20 review, detailing on the implementation of the Plan.

The Municipality strongly believe that what is even more encouraging is that, the reviewed IWMP among other aspects contains a comprehensive implementation plan which guides the Municipality on the type of interventions and decisions to be taken ensure that the provision of the waste management services is indeed extended beyond the urban core, but also incorporate the currently un-serviced areas.

There is currently private Companies conducting recycling in the landfill site and the municipality is in a process of building a buyback Centre.

The proposed 20/21 projects that will be funded by external grants are as follows

- Endumeni Greening Project
- Eradication of allien invasive species
- Buyback Centre
- Development and Upgrade of Donald McHardy Dam



Map 46: Refuse Removal

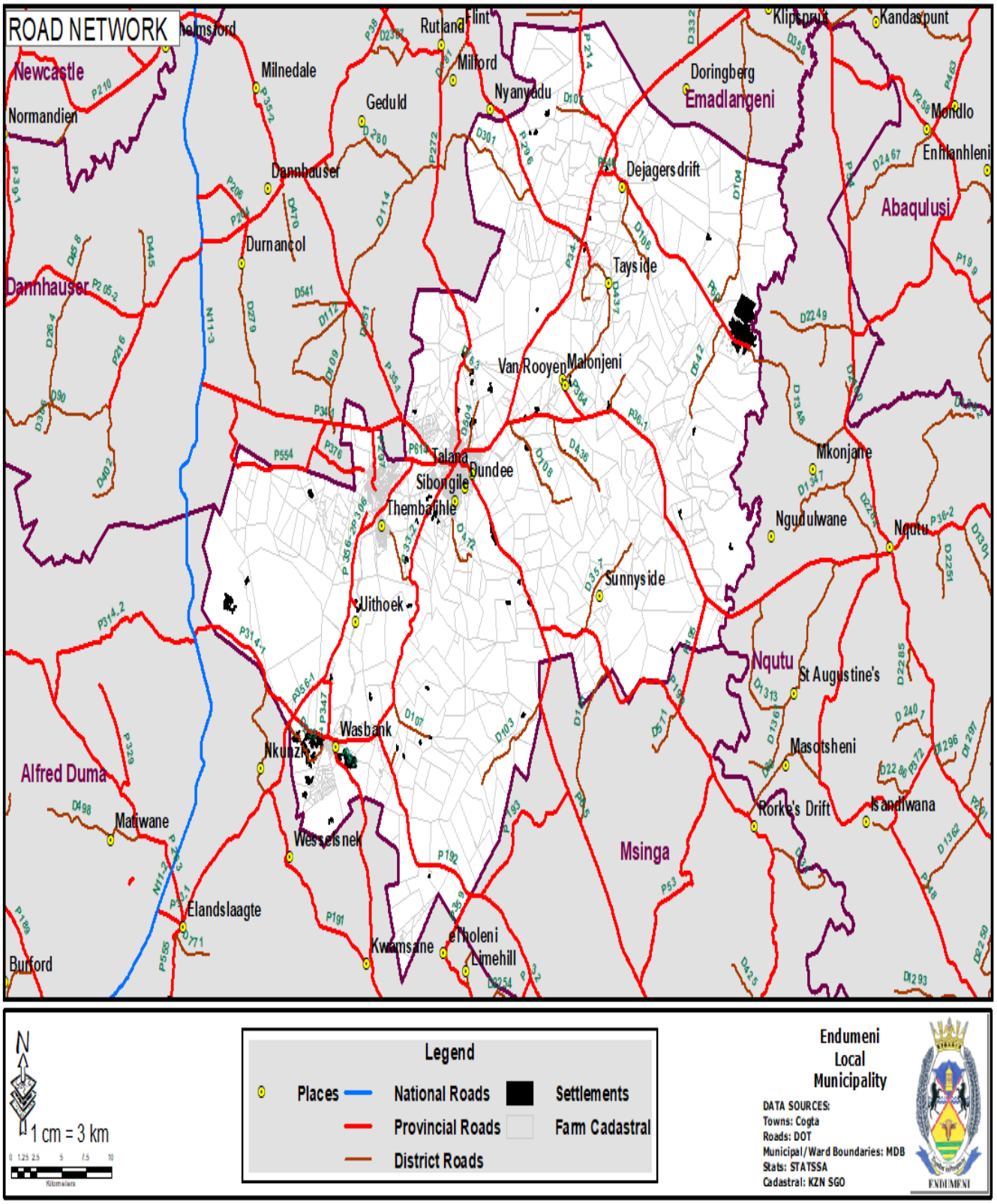
4.7 TRANSPORTATION INFRASTRUCTURE

4.7.1 REGIONAL ROAD NETWORK

At a regional level, Endumeni Municipality is situated away from the national road network. However, N11 (Ladysmith to Newcastle) does provide linkage access via R602 and R68 from the west. It is a key industrial and agricultural route. The municipality is located on an important regional route servicing the agricultural regions of northern KwaZulu-Natal and southern Mpumalanga.

4.7.2 PRIMARY ROAD NETWORK IN ENDUMENI MUNICIPALITY

The R33 is an important provincial corridor which has been identified in the PSEDS as a priority secondary corridor. The R33 which links Dundee to Vryheid, and also to Greytown via Pomeroy and Tugela Ferry, whilst the R33-2 links Dundee to Wasbank, the R602 which links Dundee to Elandslaagte and the N11, the R272 which links Dundee to Hattingspruit and the R621 which links Dundee to Dannhauser.



Map 47: Road Network

4.7.3 TRANSPORT INFRASTRUCTURE

Please note that there are no maps that indicates the status of repairs in the municipal area, we will include it in the next IDP.

Currently we do not have an integrated transport plan, correspondence has been written to DBSA for funding of the plan due to budgetary constraints.

The municipality is responsible for providing of municipal roads only, if there is a requested for national/provincial roads that is done through the intergovernmental processes.

There is a implementation plan, the maintenance plan will drafted when the conditional assessment has been concluded in the month of July by asset management unit, therefore that will clearly inform the maintenance plan based on the available budget.

No the municipality does not have a local transport plan, its have a pavement management system will was approved in 2018 and is due for the reviewal.

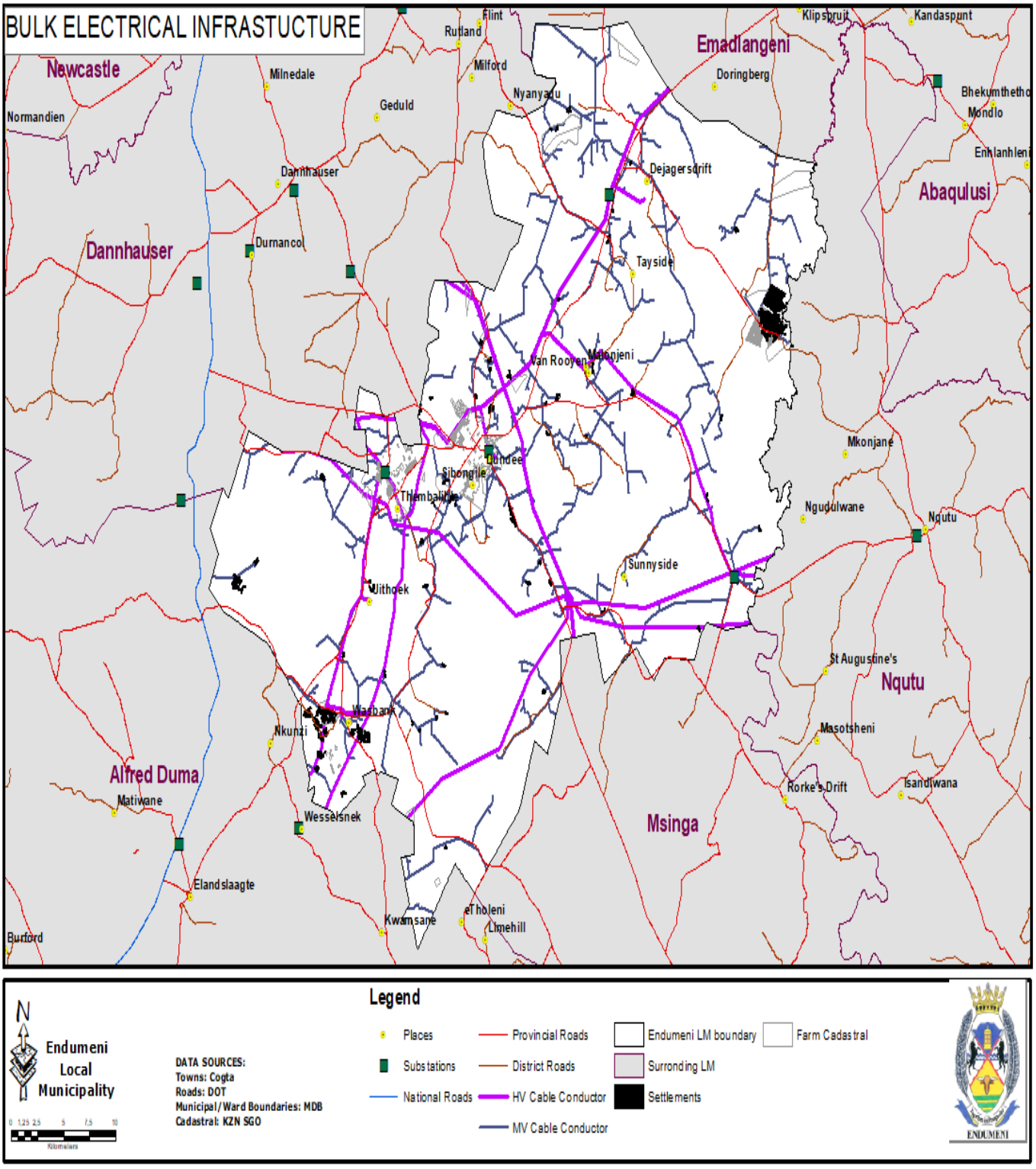
4.8 ENERGY

4.8.1 AREAS THAT LACK ACCESS TO ELECTRICTY

The current reticulation network in Endumeni Municipal area as indicated in map shows areas already electrified and the location within the district of the bulk electricity infrastructure. It is no surprise that the bulk electricity infrastructure is concentrated in areas that have the highest population densities which is mainly along the urban areas. Endumeni Local Municipality has recently developed a draft Electricity Sector Plan which was tabled to Council on the 24 May 2016, that addresses the objectives set out in the IDP thus forming linkages with Eskom in implementing the plan. The plan has the following objectives:

- To communicate the priorities of the municipality and its people to Eskom;
- Provision of access to make job creation possible;
- Universal access to electricity by 2019, will improve job creation possibilities; and
- Improve Local Economic Development, upgrading of existing electricity in all areas.

There are also a number of HV and MV cables that originate from these substations which distribute electricity within different parts of the municipal area. This is further supported by the MV stations. Data that relates to strained network is currently being sourced from Eskom and it will assist to determine areas that have a strained network load. There are however some clearly defined areas that will not be receiving a supply of grid electricity but will rather be supplied with a non-grid supply, which is mainly solar based. Apart from the above there is very little direct spatial implications contained in the IEP as the supply of electricity is normally demand driven. Care must however be taken to ensure that areas proposed for major development are located within supply areas or alternatively those earmarked for future upgrade.

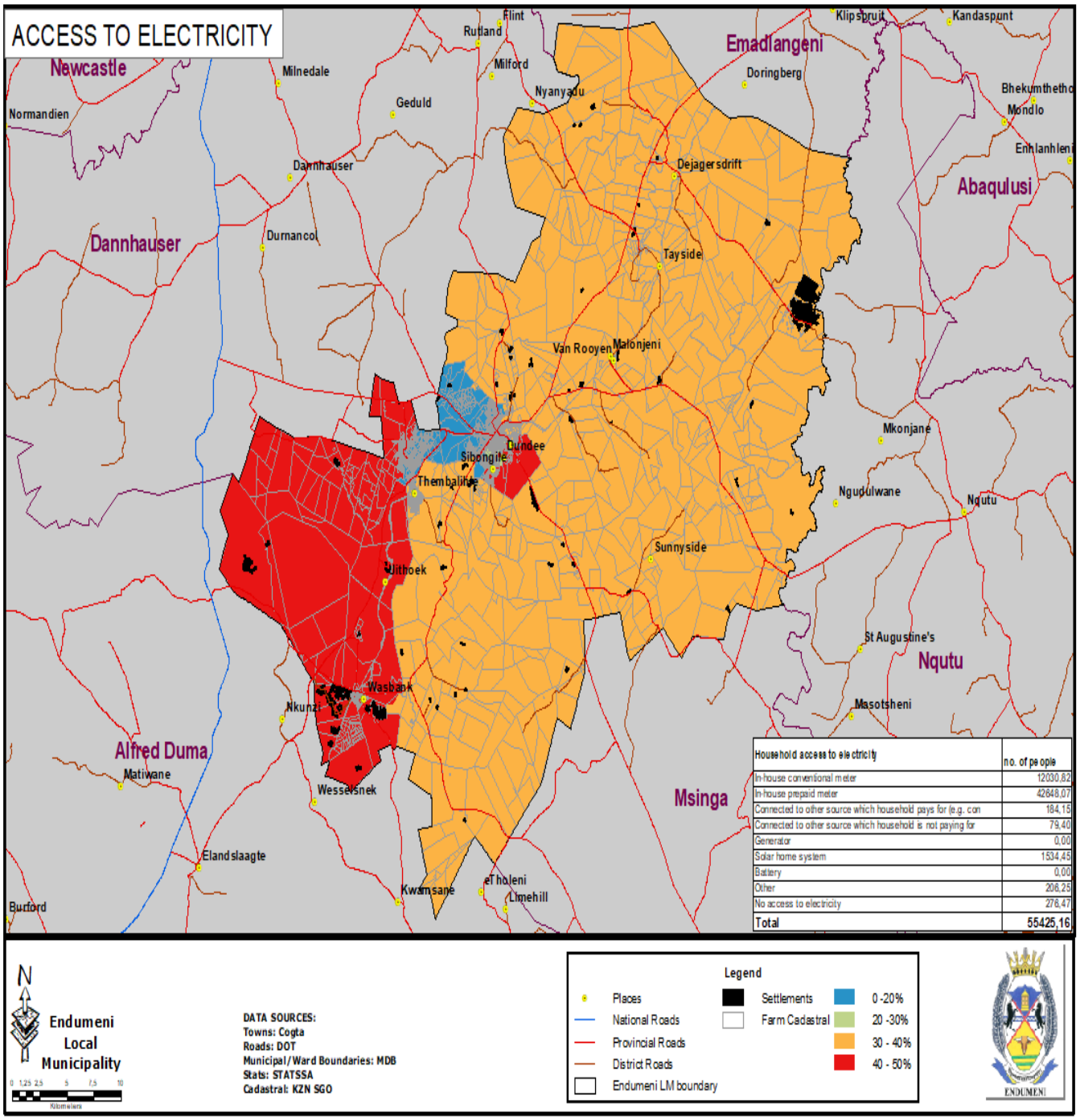


Map 48: Bulk Electricity Infrastructure

4.8.2 AREAS WITH LACK OF ELECTRICTY

According to the reviewed final 2017/2018 Electricity Provision Sector Plan which is referred to as annexure H of the IDP it has been confirmed that a total 79.1% of households have electrical connections while 20,9% have no connections and form part of the current electricity backlog. This compels the electricity service providers to outline their plans during the new generations of IDP on how they are planning to eradicating this costly backlog. The main affected areas fall under the operational jurisdiction of Eskom. Electricity is one of the major necessities required by all the communities. The urban areas and areas along major roads of Endumeni are supplied with electricity by the Eskom power grid. In rural areas, energy for cooking and heat is generated from wood. There is little indigenous wood for use as an energy source and therefore the practice needs to be discouraged.

Opportunities for solar power supply throughout the region should be prioritized in the areas that are difficult to electrify. Access to Electricity is measured according to the energy used for lighting purposes. The absence of appropriate electricity infrastructure can often result in the extensive utilization of firewood for cooking and heating purposes with the resulting potential negative impact on natural vegetation. Limited access to electricity infrastructure often contributes to the general deforestation of the surrounding area, and increased levels of air pollution arising from the use of firewood for cooking and heating purposes.



Map 49: Access to Electricity

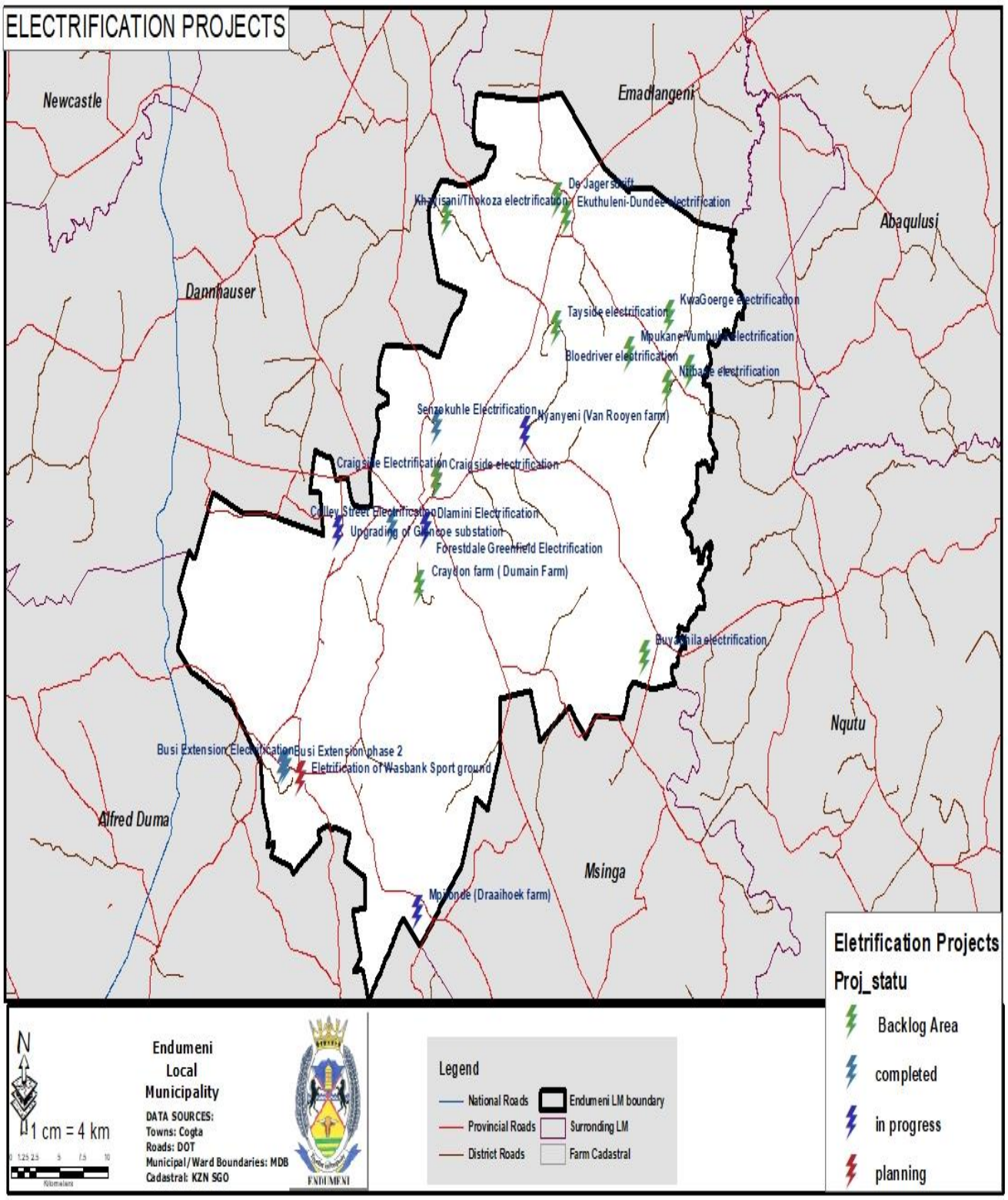
4.8.3 ENERGY / ELECTRICITY PROVIDER

NERSA have issued a license for Endumeni to distribute electricity within the town Of Dundee and Glencoe. Eskom distribute electricity at Wasbank and the rest of the municipality although the municipality is responsible for public lighting throughout the municipality.

The Electricity Master Plan was adopted by council I 2018 attached a copy of Electricity Master Plan as annexure.

The constrain and challenges on the budget has been discovered on this electrical section is inadequate funds. Procurement supply insufficient critical components and leads to negative impact to the maintenance.

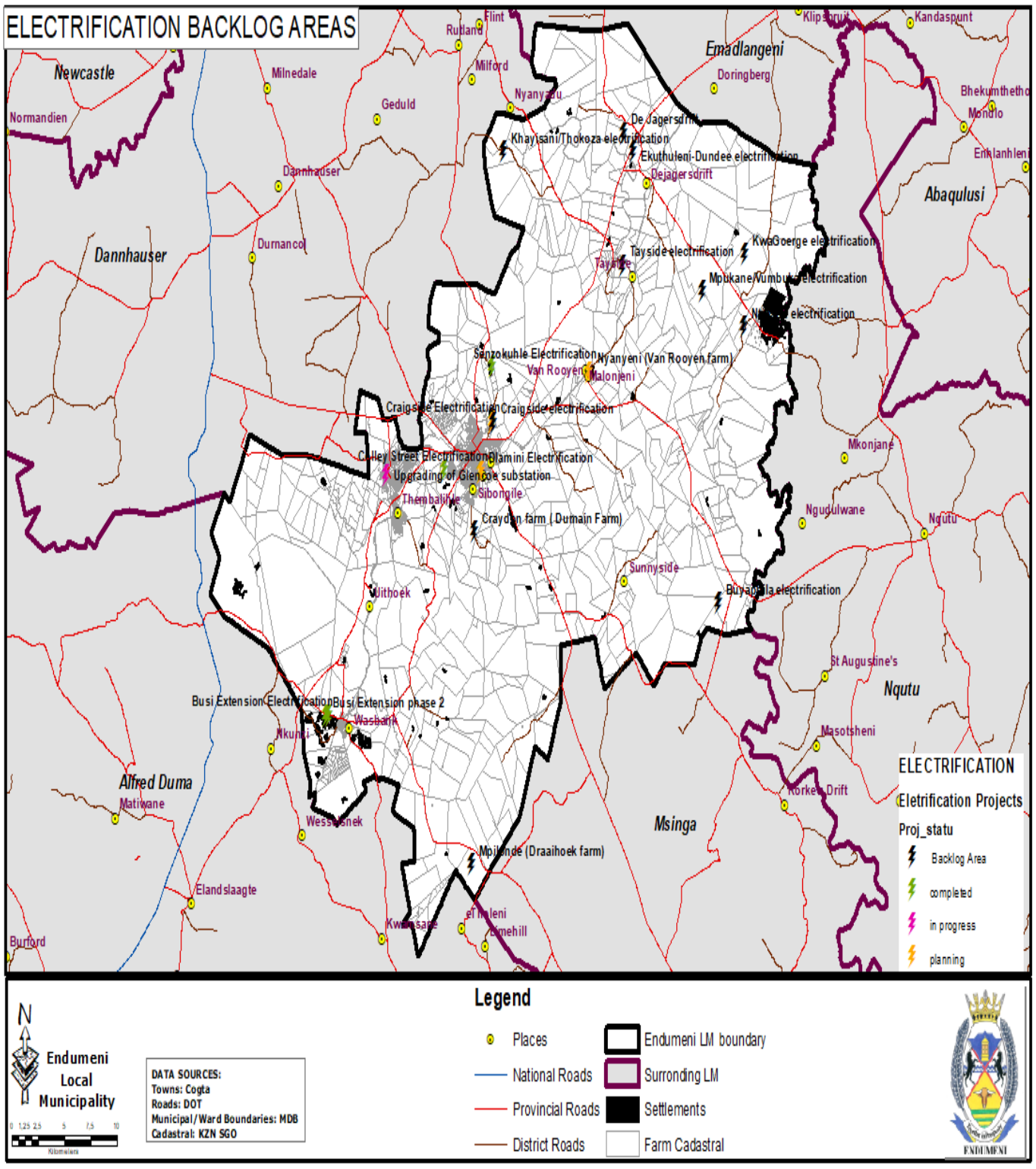
The Budget allocated for maintenance is R600 000. 0 0, due to population growth of Dundee and Glencoe has affected the maintenance. The budget for buildings for electricity installations id R280 000. 00. The day to day street light activities is R100.000.00 and for the transformer maintenance is R300.000.00 on yearly basis.



Map 50: Electrification Projects

Table 12: BACKLOG ERADICATIONS ELECTRIFICATION PROGRAMME IN THE ESKOM AREA

AREA	STATUS
KAMMELKOP	COMPLETED
MPILONDE	IN PROGRESS
SENZOKUHLE	COMPLETED
BUYAPHILE/FANKOMO	IN PROGRESS
CRAYDON FARM	BACKLOG
MTHILWANE	IN PROGRESS
NTIBANDE	IN PROGRESS
NTOKOZWENI	BACKLOG
FANTEIN	BACKLOG
DEJAGERSDRIFT	BACKLOG
KHANYISANI	BACKLOG
EKUTHULENI	BACKLOG
VUMBUKA	BACKLOG
KWAGEORGE	BACKLOG



Map 51: Electrification Backlog Areas

Table 12: RECOMMENDATIONS FROM UMZINYATHI DISTRCT MUNICIPALITY EMF

ISSUE	KEY FINDINGS	RECOMMENDATIONS
CLIMATE	The district falls within the coastal summer rainfall areas, with medium to low rainfall. Endumeni LM experiences 700- 800 mm/annum.	Tree planting initiatives should be initiated in all settlement areas for shading purposes to reduce heat stress during summer months. Community forestry initiatives should be implemented to enable carbon sequestration and to benefit from carbon trading programs.
GEOLOGY	Characterised mostly by the sedimentary soils of the Ecca group arenite which is a dominant feature in the District and fragmented patches of Shale, mudstone and dolerite.	The area's coal reserves are marginal, but increasing demand for coal may cause these reserves to become more viable to mine in future. Although mining opportunities are limited, opportunities for further mineral development may be explored.

MINING	Only coal was mined on a large scale in the Endumeni LM. The area around Glencoe and Dundee has a long mining history. There is currently only one active mine in the area although mining continues north of UDM in the Dannhauser and	
TERRAIN MORPHOLOGY	This area is classified as plains with open or low/high hills of ridges and rolling or irregular low lands with low hills or ridges. Endumeni LM also consists of open high hills or ridges and some low mountains may be found south east of Glencoe.	A complex topography (rolling hills and mountains) across large sections of the District has an aesthetic appeal and holds considerable tourism development potential. Steeper slopes and mountainous areas are more inaccessible and are therefore less disturbed. These areas serve as habitat patches and dispersal corridors to a large number of species. It also acts as important water catchment areas. All areas steeper than 18 degrees should be excluded from development. This will not only protect slopes from erosion and landslide risk, but will ensure that ridges will function as
GEOHYDROLOGY	The district has a large reservoir of high quality groundwater which may be developed to the benefit of local communities and economic development. Borehole yield class ranges from 0.5 – 2 median liters per second and electrical conductivity range from 0 – 70 mS/m in the northern and southern areas, and from 70 to more than 300 mS/m in the central area	The Umzinyathi area has a large reservoir of high quality groundwater which may be developed to the benefit of local communities and economic development
SLOPE AND ELEVATION	The general slope of the land varies typically between 1:5 and 1:6 or lower that 9% and it is generally susceptible to soil erosion where it is not carefully and properly managed	

SURFACE WATER	The UDM mainly falls within the Thukela catchment; however portions of two other catchments occur within the district, namely the Mvoti Catchment which is located in the south below Greytown and Kranskop and the Mfolozi catchment which is in the north eastern section of the District, east of Nquthu and Silutshana	Surface water availability is a competitive advantage of the Umzinyathi District. Water should be utilized optimally in a sustainable manner to grow the agricultural, tourism and manufacturing industries. The practice of aquaculture should be promoted as an important tool in food security and job creation. Wetlands should be protected, and degraded wetlands should be rehabilitated as a priority measure to improve water
RIVERS & WETLANDS	The main rivers within the district are the Buffalo, Mooi and the Mvoti. The major rivers in Endumeni LM are Bloed, Buffels, Mzinyashana, Sandspruit, Wasbank. Wetlands are 539 covering 7274.4ha (4.5%)	
DAMS	The Lake Merthley Dam, which supplies water to Greytown and is the main storage dam in the Mvoti catchment; and the Donald McHardy Dam, which is situated	
TERRESTRIAL ECOLOGY	There are four biomes in the UDM, namely Wetland, Grassland, Savanna and Forest.	
TERRESTRIAL THREATENED ECOSYSTEMS	The first national list of threatened terrestrial ecosystems for South Africa was gazetted on 9 December 2011 listing all the threatened or protected ecosystems in South Africa in terms of four categories; critically endangered (CR), endangered (EN), vulnerable (VU), or protected. The following threatened ecosystems are encountered in Endumeni LM - 2 vulnerable ecosystems, namely Eastern Temperate Freshwater Wetlands & Low Escarpment Mistbelt forest	

CONSERVATION & PROTECTED AREAS		Protected Areas are areas of land or sea that are formally protected by law and managed mainly for the purpose of biodiversity conservation. Conservation Areas are those areas of land not formally protected by law, but where primary land use is conservation. The known conservancies in UDM include - Doornberg,	
LANDSCAPE ECOLOGICAL CORRIDORS		The EKZNW (2010) corridor plan identifies corridors as areas of natural to near-natural conditions of vegetation that should ideally be conserved in their natural state in order to maintain linkages within a fragmented landscape. Four (4) corridors are recognised in the UDM, namely - Chelmsford Corridor, Northern Interior Corridor,	
CENTRE OF ENDEMISM		South Africa contains a number of areas where there are high levels of endemism amongst plant species. Endemism means that high proportions of the species are restricted to that area and occur nowhere else. The UDM is located within the Maputaland centre of Endemism. This centre of endemism is a region of approximately 17,000km2 that falls within Mozambique,	

FAUNA		The Conservation International Southern African Hotspots Programme (2010) shows that the following fauna species are known to be found in the Maputaland-Pondoland-Albany Hotspot and Maputaland centre.	
BIRDS		The Important Bird & Biodiversity Area (IBA) programme of southern Africa (Barnes, 1998) identifies 124 IBAs in South Africa. IBAs are places of international significance for the conservation of birds and other biodiversity and are sites that together form part of a wider, integrated approach to the conservation and sustainable use of the natural environment. There are 2 IBAs	
SOIL		In the central area of the Endumeni LM soils with a plinthic criteria, and soils with limited pedological development is found. Where on the western and eastern parts podzolic soils are present, as well as small occurrences of the well-structured soils generally with high clay content and rocks with limited soil close to the boarder of Endumeni and Nquthu. Endumeni LM - soil classes 7, 8, 16, 17, 18, 21, 22, 23 and 24.	The District has some areas with naturally fertile soil and soils of favourable structure, which should be conserved. Sustainable agricultural practices that reduce leaching, erosion, compaction and loss of soil structure, should be promoted. Establishment of hedgerows of indigenous plants should be encouraged in all areas susceptible to wind erosion. Also, crop and grain farmers in areas susceptible to wind erosion, should be encouraged to adopt agro forestry principles which aims to reduce wind erosion

AIR	No data on ambient air quality data is available at present for the district. There is no Air Quality Management Plan for UDM. According to UDM (2015b), the air quality across most of the district is relatively good, and this may serve as a positive aspect in place marketing efforts, and increase tourism competitiveness of the area.	The air quality across most of the Umzinyathi area is relatively good, and this may serve as a positive aspect in place marketing efforts, and increase tourism competitiveness of the area.

4.9 COMMUNITY FACILITIES

4.9.1 SPORTS AND RECREATIONS

There are number of existing sport facilities within Endumeni. These include Soccer fields, which are within Dundee (Oval, Kallis and Mpumelelo). During the 2015/16, financial year the municipality built a Sports field in the Wasbank area. This indicates that the majority of these facilities are located within the main urban centre (Dundee town). The municipality is investing R4 000 000.00 to build Multi-purpose centre in the Sithembile area on 2017/18 financial year the project is still ongoing. There are five arts and culture events that are co-ordinated by the municipality which includes the following:

- The annual Dundee July
- The Siyaya Emhlangeni
- Heritage Day
- Battlefields Street Carnival
- The learn and Play

These events are considered as important not just in terms of arts and culture, sports and recreation but also has proven to be major contributors to the Local economic Development agenda of Endumeni Local Municipality.

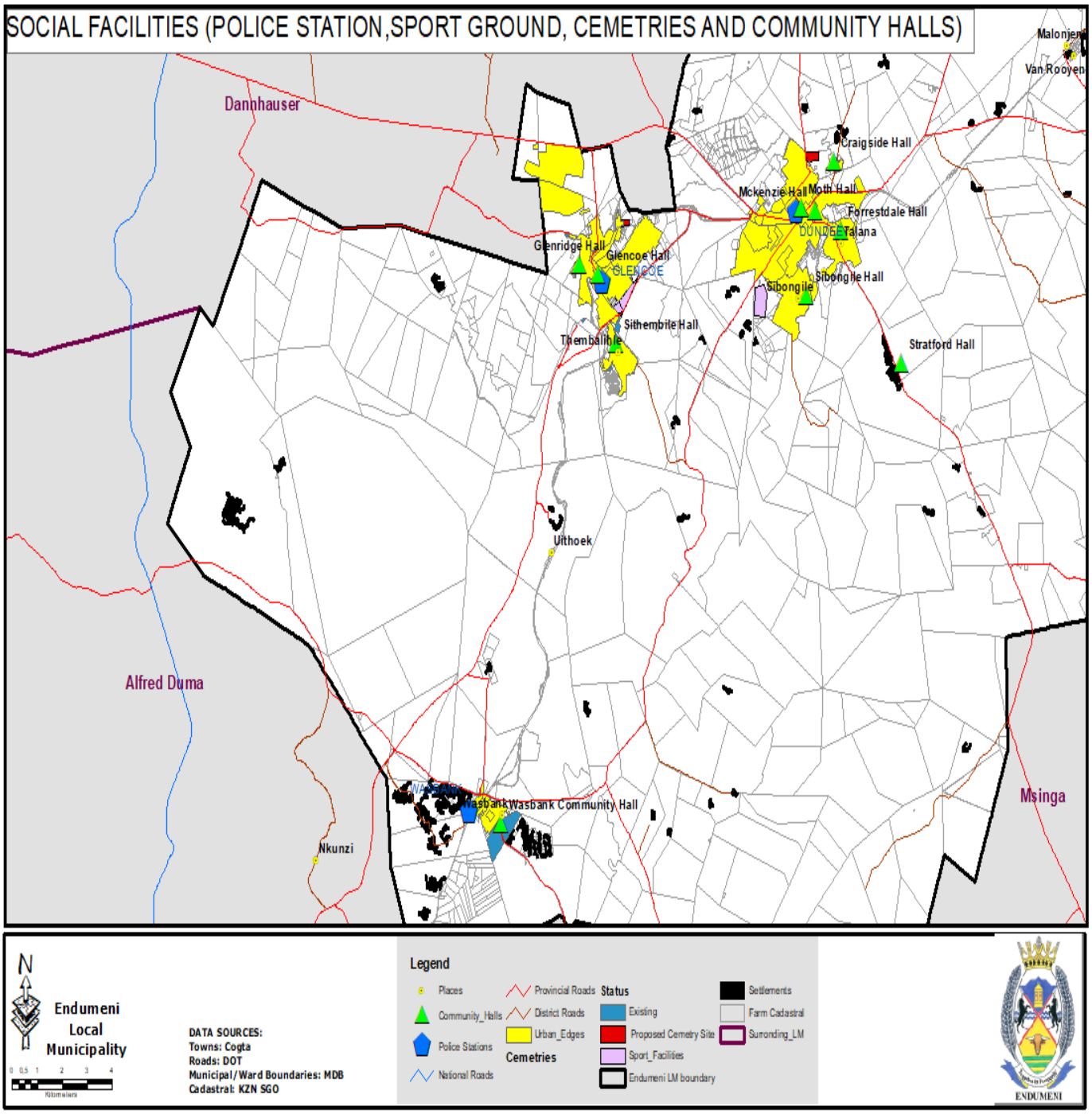
4.9.2 THUSONG CENTRES AND COMMUNITY HALLS

In accordance to the Endumeni 2017-18 IDP, there are six (6) Community Halls in existence. The number of Thusong Centres and Community Halls required for the area versus the currently provided facilities depends on an application of the KwaZulu-Natal Draft Norms and Standards which requires one hall for 5 000 people within a 30-minute walking time or 1.5km walking distance. According to these standards, there are 13 community hall facilities that should be in existence within Endumeni LM. The provision of these facilities is very necessary for rural area such as Endumeni LM.

4.9.3 CEMETERIES

There are numerous cemeteries, and graveyards in the municipal area. These are associated with townscapes, rural landscapes, farmsteads, church land, and battlefields. Although formal cemeteries are reflected in existing data bases there are no accurate records of informal

cemeteries and graves. The rural hinterland for instance, indicate numerous graves and informal cemeteries when studying aerial photographs of the area. However, these are not reflecting in any existing database.



Map 52: Social facilities

4.10HUMAN SETTLEMENTS

All preliminary studies have been concluded for the project. A preliminary layout plan highlighting various development interventions on the project site has been developed. The project remains constrained due to ongoing land invasions on site that need to be managed by the developer. Availability/confirmation of bulk service infrastructure and service level agreement to be entered into between the developer and water services authority (WSA) before the project can be implemented.

Project Name	Project Type	Project Status	Financial Year	Local Municipality	Total Project Cost	Actual Expenditure 2019/20
Dlamini Forestdale Integrated Housing Project	IRDP	Construction	2019/20 and 2020/21	Endumeni	R32,603,710.53	R11,002,585.11
OSS for 7 Ben in Endumeni-Umzinyathi	Special Project	Construction	2020/21	Endumeni	R776,629.00	R0.00

4.11 TELECOMMUNICATIONS

Telecommunication services within the area are provided by Telkom and all licensed cellular phone companies in the country. Telecommunication infrastructure remains one of the major challenges in all the municipal areas, information on infrastructure is difficult to access from the various service providers due to competition. In formal urban settlements majority of the people have access to Telkom services. In rural areas, the majority of people rely on cellular phones. Some key issues faced by the Municipality access to telecommunication service, infrastructure information and a lack of co-ordinated planning to meet the district's needs.

The growing importance of direct access to appropriate telecommunication infrastructure to facilitate access to appropriate sources of information in support of Local Economic Development is becoming an increasingly important development consideration. The inclusion of aspects such as rural telecentres as part of the housing development initiative could play an important role to address this gap.

4.12 STATUS OF SECTOR PLAN

Table 13: The following sector plans have been developed and are hereby submitted for adoption together with the 2020/21 financial year IDP

Municipal Sector Plan	Completed (Y/N)	Adopted (Y/N)	Adoption Date (if adoptec	Date of Next Review
Approved 2018/2019 Annual Budget	Y	Y	30 January 2020	2020/21 FY
2017/18 Spatial Development Framework (SDF)	Y	Y	30 May 2019	2020/21 FY
2017/18 Disaster Management Plan	Y	Y	30 May 2019	2020/21 FY

2017/18 Reviewed Organizational Structure	Y	Y	30 May 2019	2020/21 FY
2017/18 Human Settlement Sector Plan (HSSP)	Y	Y	30 May 2019	2020/21 FY
2017/18 Local Economic Development (LED) Strategy	Y	Y	30 May 2019	2020/21 FY
2017/18 Integrated Waste Management plan (IWMP)	Y	Y	30 May 2019	2020/21 FY
2017/18 Wall to Wall Land Use Management Scheme	Y	Y	30 May 2019	2020/21 FY
2017/18 Electrification Sector Plan	Y	Y	30 May 2019	2020/21 FY
Draft 2017/18 Organizational SDIBIP	Y	Y	30 May 2019	2020/21 FY
Final 2016/17 Annual Performance Report	Y	Y	30 May 2019	2020/21 FY
Five Year Implementation Plan	Y	Y	30 May 2019	2020/21 FY
Final 2018/2019 IDP & Budget Process Plan	Y	Y	30 May 2019	2020/21 FY
Final 2017/18 Informal Economy Policy Framework	Y	Y	30 May 2019	2020/21 FY
Final 2017/18 Human Resources Strategy	Y	Y	30 May 2019	2020/21 FY
Final 2017/18 Employment Equity Plan (EEP)	Y	Y	30 June 2017	**2018/2019 FY**
Final 2017/18 B2B Support Plan	Y	Y	30 May 2019	2020/21 FY

SWOT ANALYSIS OF THE SERVICE DELIVERY AND INFRASTRUCTURE

STRENGTHS	WEAKNESSES
A Council Adopted Electricity Provision Sector Plan	Illegal Electricity connections- loss of potential income
Road network captured A Spatially captured Rc Network	Moratorium on bulk water and sanitation on nev established townships
A Council Adopted Integrated Waste Management Plan (IWMP)	Rural housing stock with no access to water and sanitation
A Council Adopted Human Settlement Sector Pl	Multi-purpose centre not being fully 148 realized

Availability of MIG funding	Turn-around times for installation of electricity (multi-sectoral partnerships)
Implementation of the Front-loading Strategy which thus make Development funding readily available	Ageing Roads and storm water drainage System
A Fully Fledged Project Management Unit (PMU)	Municipal Airfield in poor condition
A Council Adopted Operations and Maintenance Policy Framework	No municipal Taxi Rank (land available for the purpose) and inadequate provision of taxi lay by (drop off zones)
Capable and Skilled Personnel	Lack of Electricity, Human Settlement and other basic services in rural areas
OPPORTUNITIES	**THREATS**
Availing municipal services to the FET college site	LIFESPAN AND MAINTANANCE: Capacity and sta of infrastructure
Establishment of community facilities i.e. Libraries, sports fields, etc	Emerging of informal settlements
Provision of municipal service/bulk to urban are for security of rates	
Securing of funding for Eskom areas	
Explore the purchase privately owned land and transfer of State land	

5. LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT

5.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

The Endumeni Local Municipality has once again reviewed its LED Strategy referred to as Annexure F of the final 2020/21 IDP. The primary aims and objectives of the LED regeneration strategy are as follows, The Strategy and Action Plan sets out the Endumeni Municipality's programme for development of the local economy over the period 2015-2019 outlining:

- Our ***Vision*** for Endumeni
- The ***Governance and Partnership*** arrangements
- The ***Policy Context*** against which the strategy will be delivered The **Sector Based *Economic Context*** that informs our approach
- The ***Challenges and Opportunities*** faced

- The ***Strategic Priorities and Outcomes*** which we will seek to achieve The ***Actions*** that will be prioritised by partners
- How we will ***Monitor, Measure and Report*** on progress

The report is designed to capture sector analysis, challenges and opportunities in that particular sector and further provide strategic priorities envisaged to improve economic performance of the sector thereby achieve broad economic vision of the municipal economic partners. Finally, action programme is presented, and it should commit all the partners to play their respective roles and realise their respective mandates through the realised body of Endumeni Economic Partnership.

The Strategy and Action Plan underpins the Endumeni Outcome Agreement 2015 – 2019 and articulates how partners across the municipality will work collaboratively to deliver better economic outcomes for the area and its people.

5.1.1 STAKEHOLDER ENGAGEMENT IN LED PLANNING, IMPLEMENTATION AND MONITORING

With regards to the status of Stakeholder engagement in LED Planning, Implementation and Monitoring it is worth mentioning that, both the reviewed LED Strategy well as the reviewed IDP very serious attention has been put towards this particular aspect. The LED Strategy in particular advocates for a position which says a Municipality on its own conniver achieve the LED Strategic Objectives it has set itself as outlined in the LED Strategy without working with a variety stakeholders and strategic partners.

In response to the finding of the MEC for Cogta during the 2016/2017 IDP Assessment, Endumeni Municipality from the 2017/2018 FY and beyond has prioritized the implementation and institutionalization of the following stakeholder engagements mechanisms in planning and implementation of various economic development interventions and processes within its area of jurisdiction to name just a few:

- Revival of the Municipal-Wide LED Forum
- Hosting and staging at least two Mayoral Big Business Engagement Sessions throughout the Financial Year
- Hosting and Staging at Least 4 Quarterly Small Business Workshops targeting the Small Business Sector
- Hosting and staging at least one (1) Endumeni Small Business Week Event
- Hosting and staging at least two (2) Emerging Framers Engagement Sessions.
- Hosting and staging at least 4 Business Inspections throughout the Municipal area
- Hosting and Staging Informal Economy Sector Workshops/ Seminars
- Facilitating numerous Small Business and Informal Economy Sector Training and Business Skills Training
- Have facilitated and Convened Various Tourism Sector Specific Workshops and Meetings
- Signed a Partnership agreement with Small Enterprise Development Agency (SEDA)
- Have strengthened the relationship of the Municipality with Tourism Sector by Signing a Memorandum of Agreement with the Community Tourism Organization affectionately known as Dundee Tourism

- The fact that the processes towards the re-establishment of the Endumeni Business Chamber

In addition the Municipality through its Planning & Economic Development Department is participating and is involved in a number of joint LED initiatives with a variety if members of the Municipal-wide LED Forum in order to promote collective efforts towards inclusive and radical economic transformation within our municipal area

The above outlined activities also form part of the KPI's of the performance plan for the Executive Manager Planning & Economic Development. Those KPI's are monitored on a regular basis.

5.1.2 SPACE ECONOMY

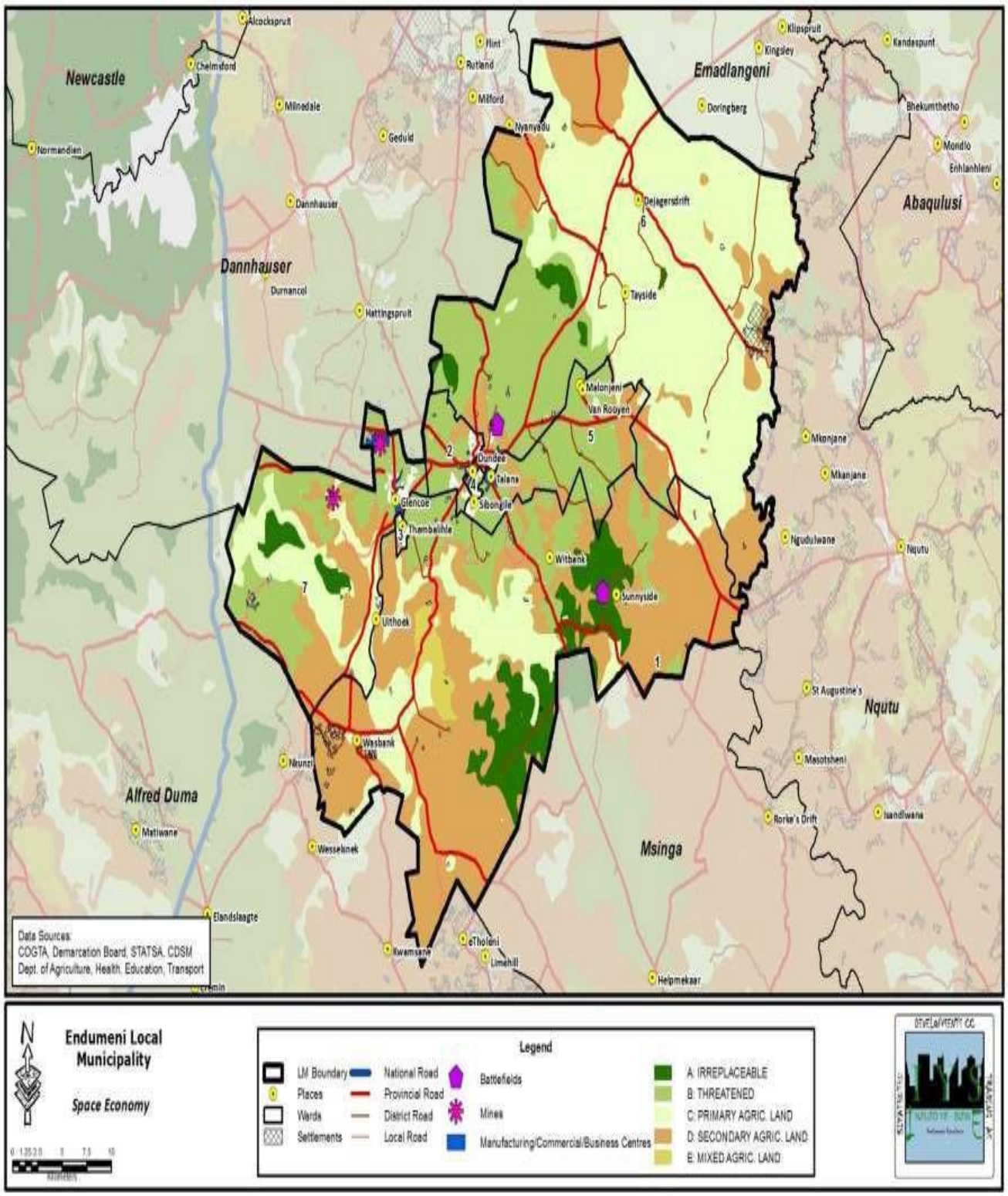
The total population for Endumeni Local municipality was estimated at 64 862 people dispersed across six municipal wards in 2011, while in 2016 the population was estimated at 76 639 (see figure above). The total population grew by 15.6% (11 957) since 2011 and recorded an average annual population growth rate of 3.79 percent. The population is dominated by females accounting for 51 percent of the total population, this may be attributed employment opportunities that reside elsewhere outside of the municipal boundary which in most males are thus obliged to migrate out to get better chances of being employed. This then translates to be one of the reasons for high numbers of female headed households approximately 44 percent of the population within the municipality is female headed.

The household dynamics of the municipality suggest that the number of households has increased from 16 851 in 2011 to 21 134 in 2016 translating to an increase of 4283. However, it is worth noting that although the number of households increased the average household size decreased from approximately 3.7 in 2011 to 3.6 in 2016 relating to a 0.1 percent increase in 2016. The age structure of the municipality as depicted in the figure above shows that the population is dominated by the working age population of between 15 to 64 years of age accounting for approximately 64 percent and 66 percent in 2011 and 2016 respectively. The working age population has increased since 2011 by 2 percent to 2016 suggesting that there is great demand for employment creation to put these numbers to good use.

The rest of the population is termed the dependent population mainly consisting of the population below 15 years and the population above 65 years accounting for approximately 30 percent and 5 percent respectively in 2016. Though relatively small when compared to other municipalities this suggests that 35 percent of the municipality's population is dependent with a dependency ratio of 53 suggesting that for every 100-independent people in the municipality 53 are dependent. According to Stats SA census 2011 the municipality's official unemployment rate stood at 26 percent whilst the youth unemployment rate was estimated at 36 percent.

Although relatively low when compared to the district the other local municipalities these numbers are alarming especially the youth unemployment rate as the total population is fairly young, suggesting that more initiative are needed to ensure that this youth is put to production in order to further grow the local economy. The municipality's population over age of 20 is relatively educated with only about 4 percent recorded as having no form of education, 40

percent who have matriculated and approximately 12 with higher education in 2016. This numbers aside from the population with no education have increased since census 2011 with the number of people with matric growing by approximately 8 percent and the number of people with higher education by approximately 1.5 percent. The population with no formal schooling on the other hand had decreased by approximately 3 percent which suggests that the population over 20 may be eager to educate themselves and hence increases chances of being employed.



Map 53: Space Economy

5.1.3 THE SIZE OF THE LOCAL ECONOMY

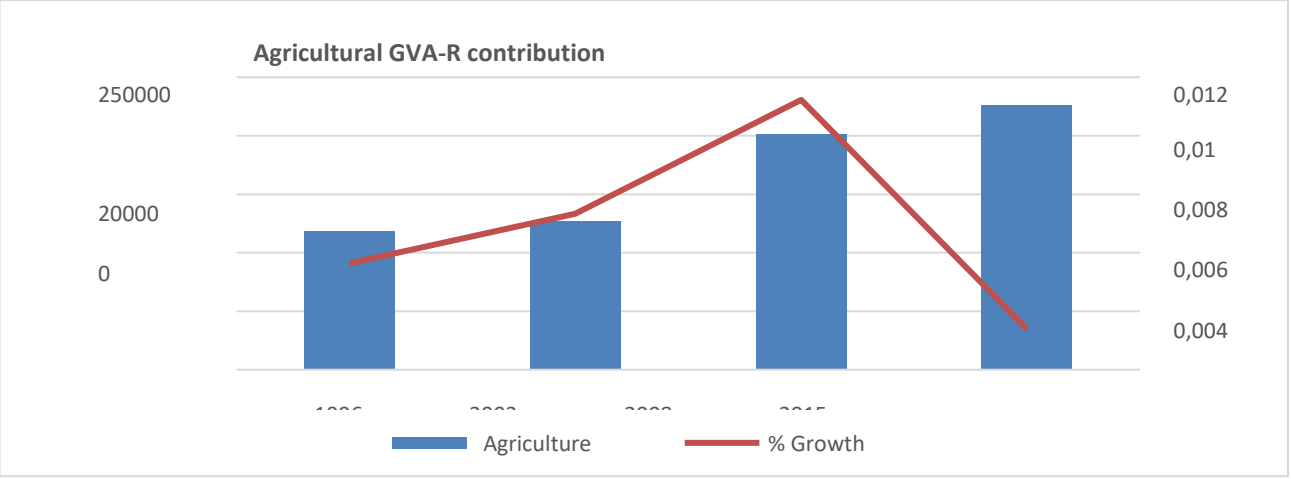
Endumeni has a Gross Domestic Product (GDP) which is estimated R3 377 080 310.10 which accounts for 38, 23% of UMzinyathi District Municipality GDP which is estimated at R 8 833 587 000.00. The economy of the municipality is relatively well developed with Dundee and Glencoe as its major towns having well-established.

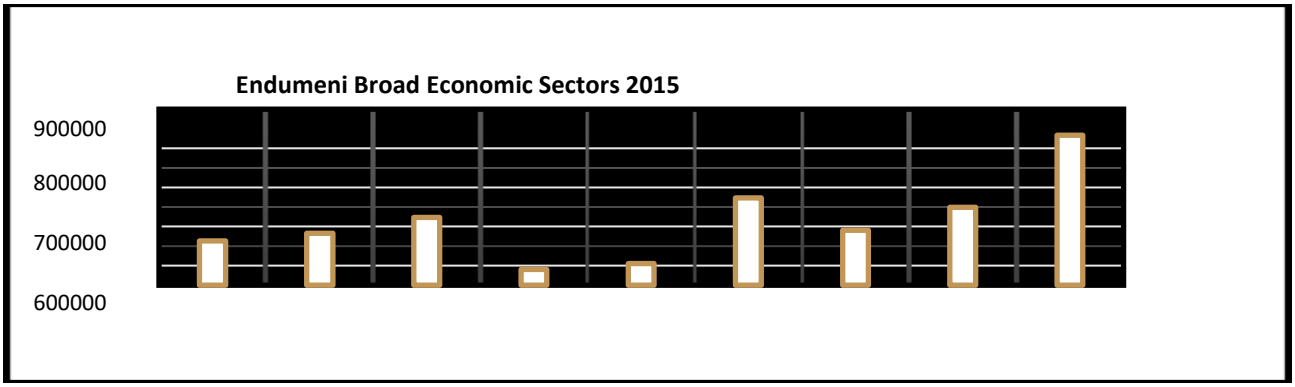
5.1.4 AGRICULTURE

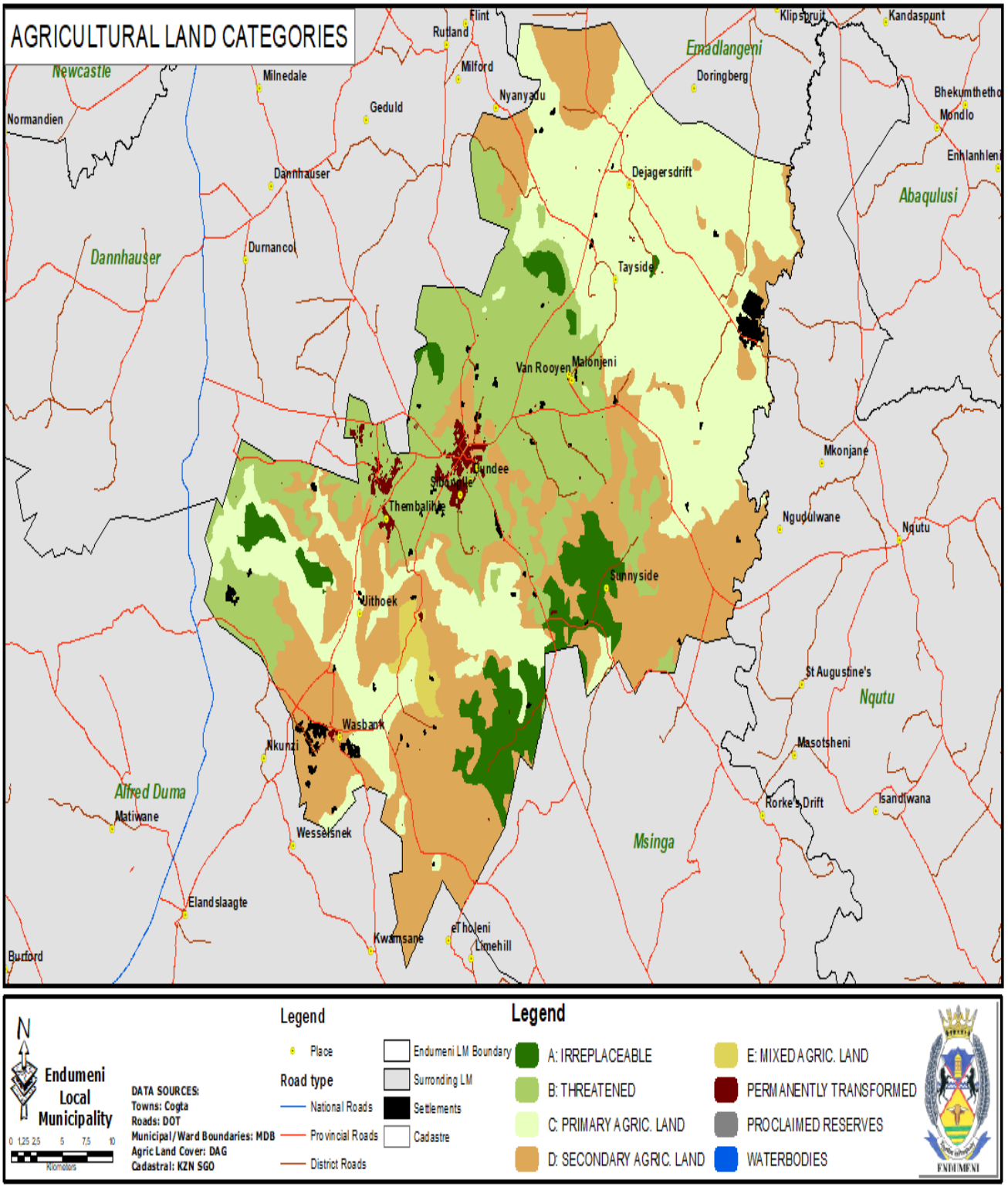
Agriculture is one of the key sectors of the municipality with over twenty-one thousand hectares of land under commercial production. This sector accounts for approximately 8% of the municipality's economy and has a great potential for growth and employment creation. Although the sectors has been growing since 1996 in terms of contribution, its contribution to economic growth has drastically decreased in 2015 experiencing a negative growth rate of -0.0035.

The GDP-R of the municipality has been increasing in relative terms since 1996 to 2015 showing an upward trend as seen in the figure above with the key economic sectors contributing to this including: Community services (26%);trade (15%);finance (14%); manufacturing (12%); transport (9%); mining (9%); agriculture (8%);construction (4%); and electricity (3%). is can however be attributed to numerous factors beyond the control of the municipality including climatic factors such as drought affecting total productions, the rising oil prices affecting the priceof fuel, low commodity prices and much more.

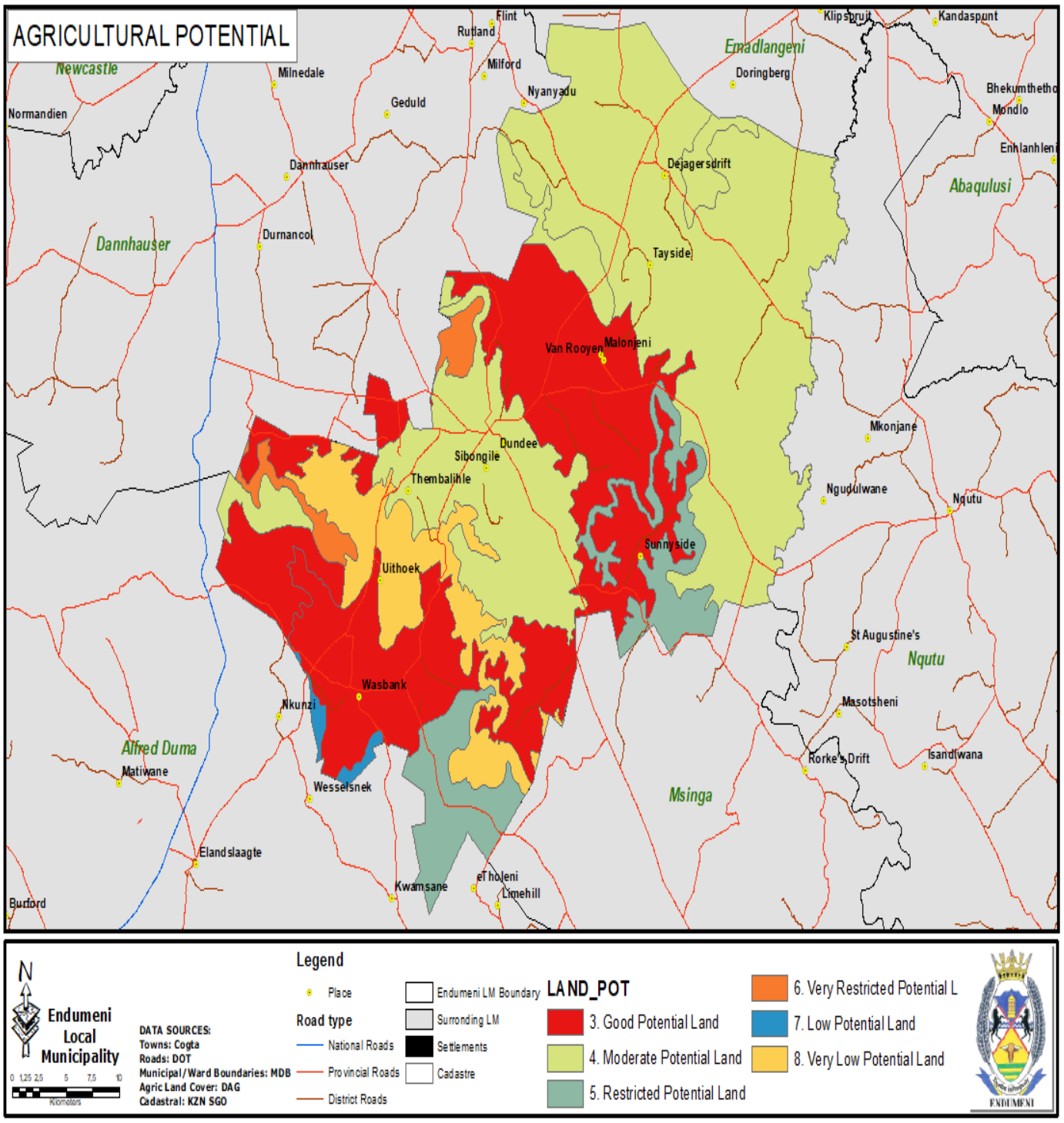
Source: Global Insight, 2016







Map 54: Agricultural Land Categories



Map 55: Agricultural Potential

5.1.5 MINING MINERAL OCCURANCES

There are four are four active mining areas within Endumeni Municipality. These include on the table below :

Mine	Latitude	Longitude	Type
Burnside Colliery	28.18130	30.08810	Coal mine
Northfield Colliery	28.15140	30.12730	Coal mine

Source: http://en.infodesti.com/ZA/Mines/Endumeni - 18 April 2017

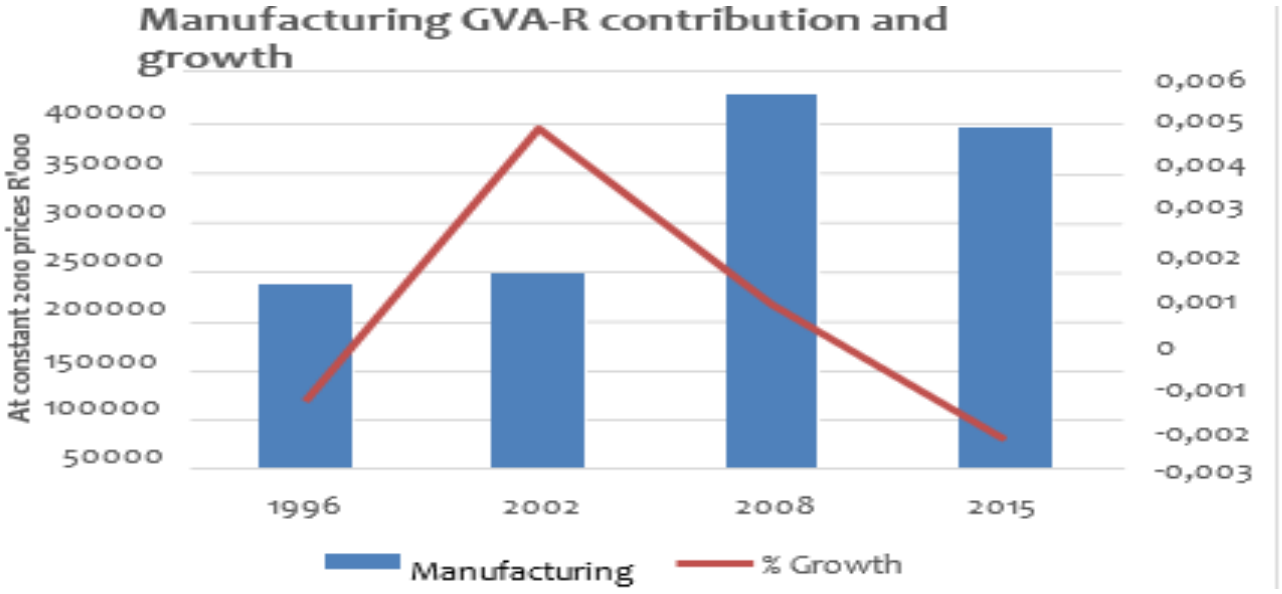
The mining sector has been up and down since 1996 experiencing a sharp drop in 2002 of 43% of total contribution. Nonetheless since 2002 the sector began picking once again in terms of contribution nut however experiencing small scale regeneration of the coal belt for SMME development which will hopefully revive not only the SMME's economy but also stimulate investor interest, create employ and grow the overall economy. negative growth over this period. The sector's current contribution of approximately 9% towards local economic contribution. According to the municipal IDP 2016/2017 the industry is in the process of restructuring to promote

5.1.6 MANUFATURING AND INDUSTRIES

The manufacturing sector was found to be the fourth largest contributor in the municipality accounting for 14% of the municipal economy with light to medium manufacturing industries. The sector has been growing since 1996 but however declining between 2008 and 2015.

TERTIARY SECTOR

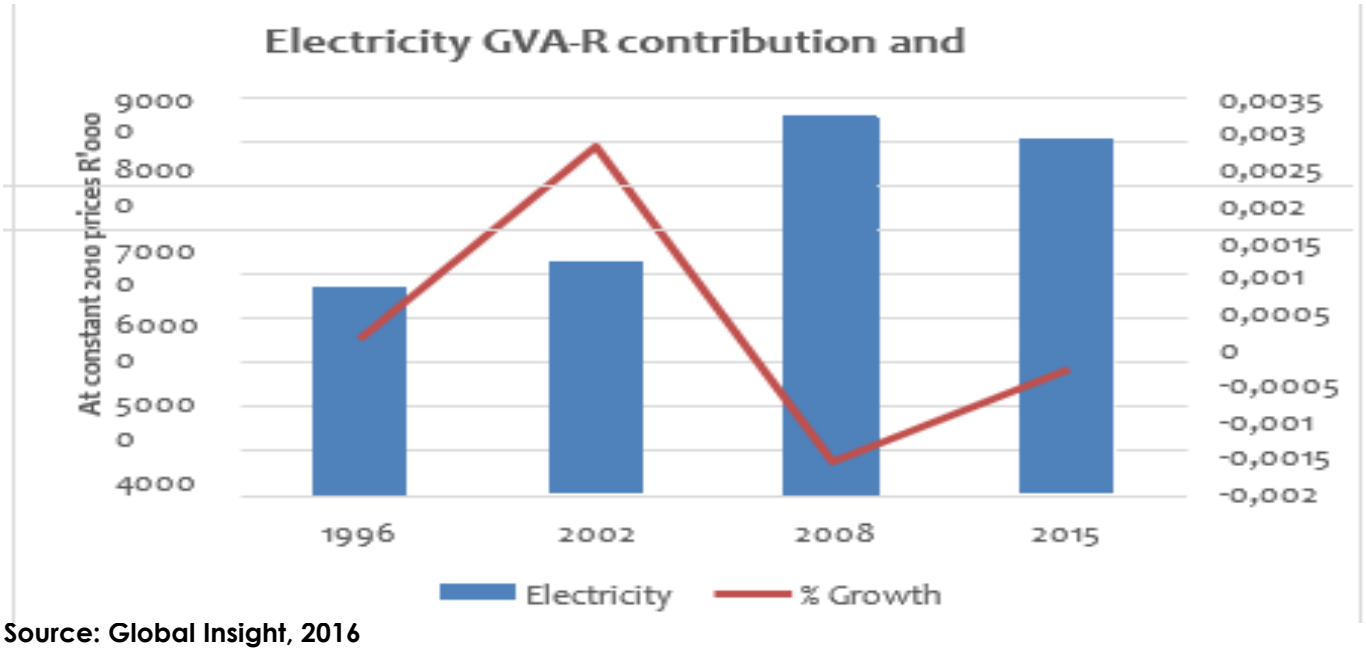
In terms of growth the sectors has had a positive growth from 1996 but experienced a positive decline between the years 2002 and 2008 and further experiencing a negative growth between 2008 and 2015 which may be due to the lack of diversity within this industry. Manufacturing within the municipality is in the form of agro- processing whereby production is directly linked to the agricultural sector which provides inputs. These industries are located within the formal industrial areas of Dundee and Glencoe with some activity related to agro-processing on commercial farms in the area. Within the municipality three major agro-processing activities occur namely dairy processing at the Orange Grove processing plant, maize processing and beef processing inclusive of feedlots and tanneries.



Source: Global Insight, 2016

ELECTRICITY

The electricity sector is the sector with the least contribution within the locality accounting for approximately 3 percent in 2015. In 1996, 2002 and 2008 the sector experienced growth with a growth increase of 0.0028 percent between 1996 and 2002 but however it sharply declined with an observed negative growth rate of 0.0015 percent and a slight increase of negative 0.0002 percent in 2015.



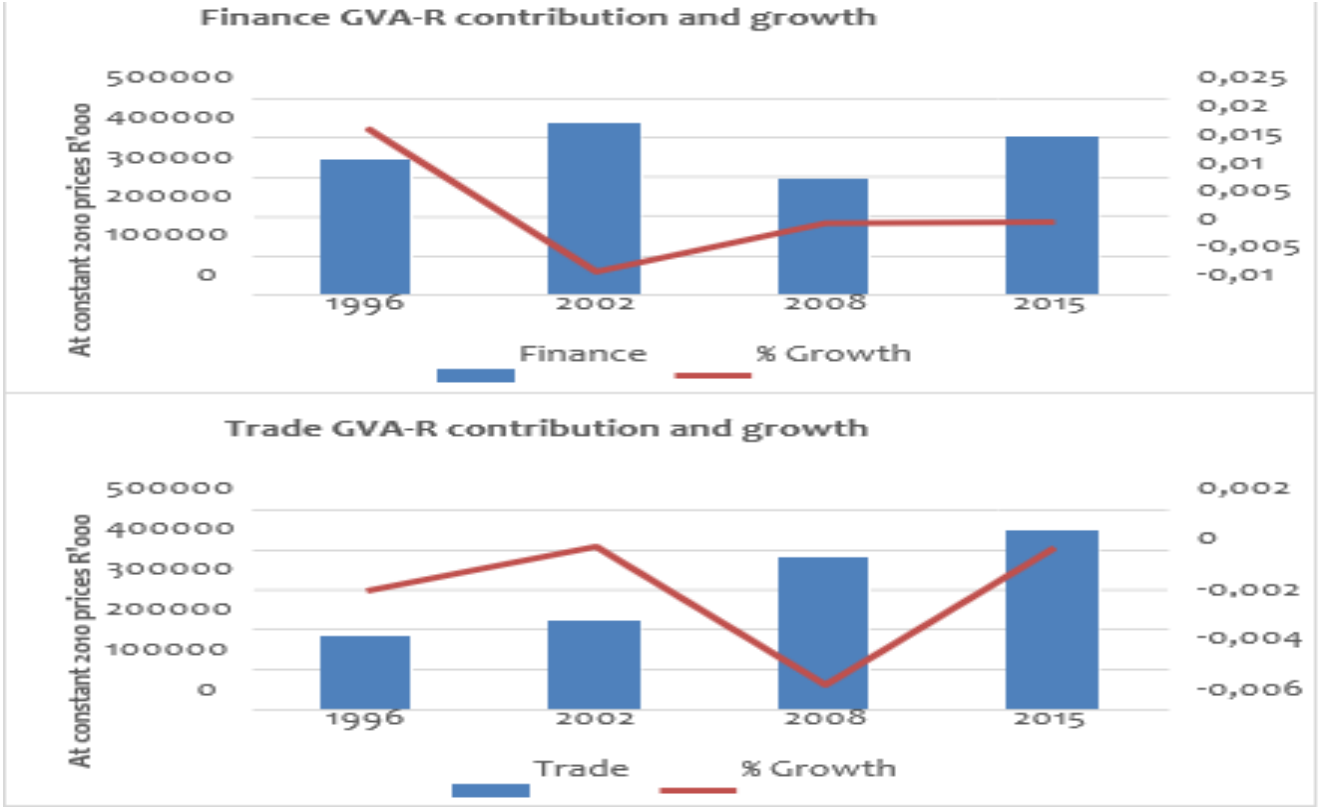
Source: Global Insight, 2016

COMMERCIAL AND BUSINESS SECTOR

The commercial economy of Endumeni mimics that of a small-rural based town. Retail activities dominate, as well as those associated regional administrative activities e.g. government departments. Commercial (retail and office) activities are located within the

urban core towns of Dundee and Glencoe. Informal trading occurs in the former township areas and within public nodes in Glencoe and Dundee.
The commercial economy of Endumeni mimics that of a small-rural based town. Retail activities dominate, as well as those associated regional administrative activities e.g. government departments. Commercial (retail and office) activities are located within the urban core towns of Dundee and Glencoe. Informal trading occurs in the former township areas and within public nodes in Glencoe and Dundee. This sector is the third largest contributor to the local economy accounting for approximately 14 percent to the total economy. The sector has been up and down since 1996 with the highest contribution observed in 2002 but however in terms of growth that year experienced negative growth. Since then, the economy has been experiencing positive marginal growth of 0.0026 in 2008 and 0.0028 in 2015.

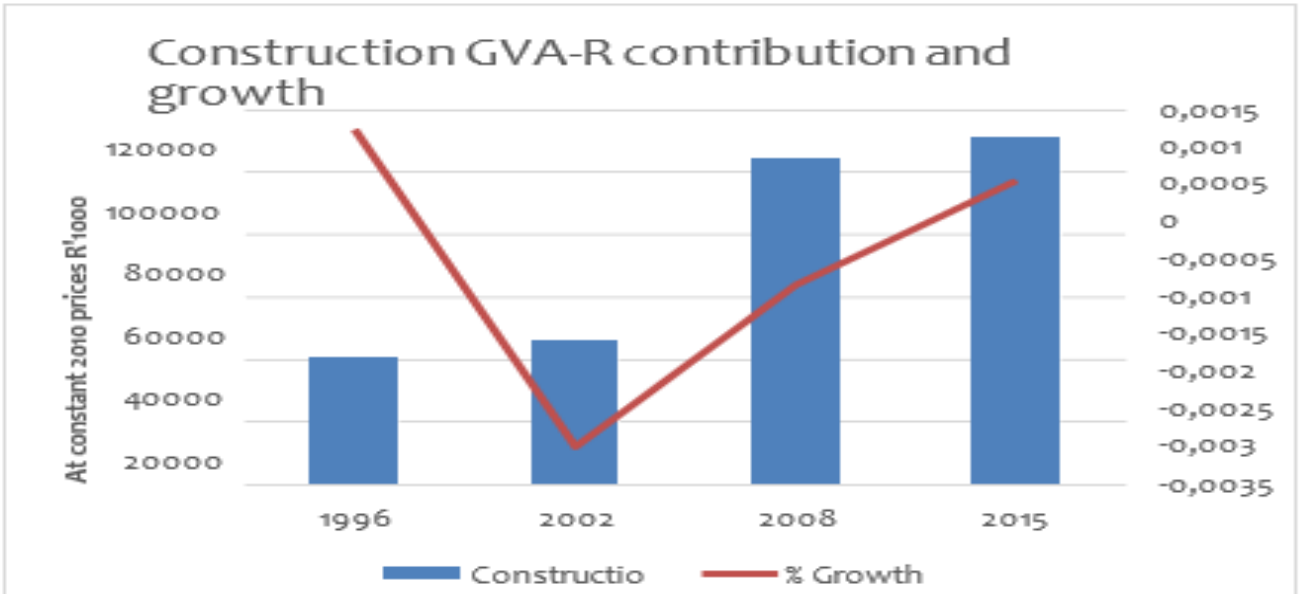
The trade sector is the second largest contributor to the municipality's regional GVA accounting for approximately 15 percent in 2015. This sector has been growing in terms of total contribution from 1996 although experiencing a negative growth rate between 2002 and 2008 and then rising again between 2008 and 2015 with a growth rate of approximately 0.0005. The decline in employment opportunities in the formal economy over the last decade has seen a growth in the informal sector within the municipality. Consequently, the municipality is in the process of developing policies for the informal sector to guide the empowerment of upcoming local entrepreneurs accessing the informal economy.



Source: Global Insight, 2016

CONSTRUCTION

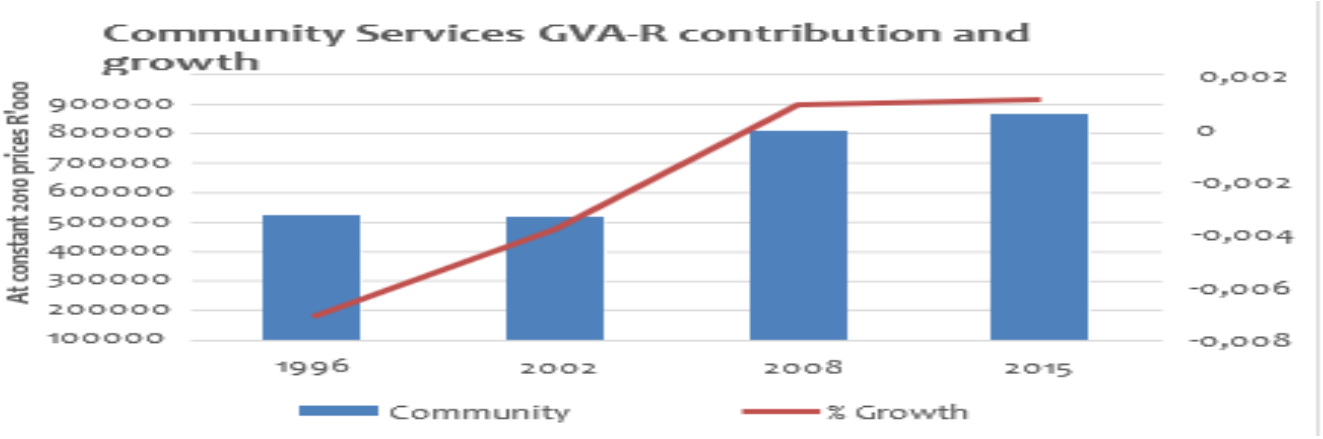
The construction sector is one of the sectors with potential for growth in the municipality contributing approximately 4.5 percent towards the local economy. This is evident from the figure above showing the sectors increase in contribution and growth, since 2002 the construction sector has been on the rise moving from a negative growth to a growth of 0.0005 in 2015.



Source: Global Insight, 2016

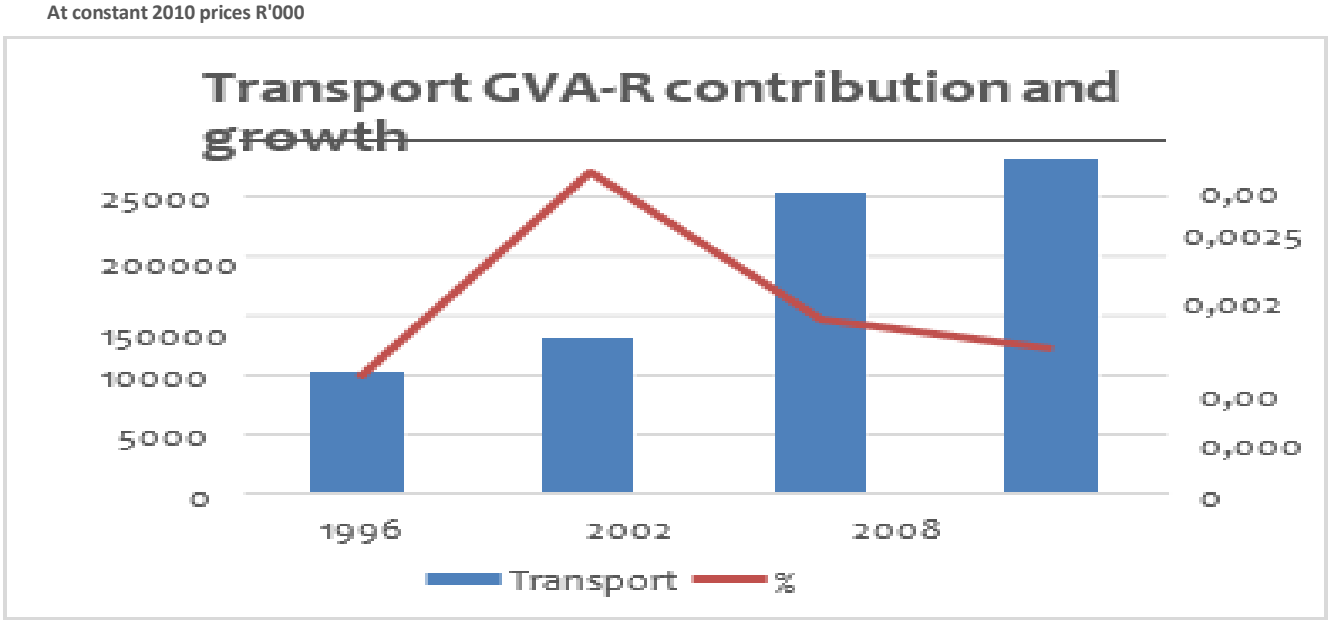
COMMUNITY SERVICES

The social services sector is the dominant sector of the municipality contributing a staggering 26 percent towards the local economy in 2015. This sector has been growing in terms of total contribution from 1996 although experiencing a negative growth rate between 1996 and 2002 positive growth is observed from the period between 2002 and 2008 and the period between 2008 and 2015 with a growth rate of approximately 0.0009 and 0.0011 respectively. This suggests that this sector is of great significance in terms of further growing the economy. This positive growth can be attributed to the activities mainly centred in Dundee and Glencoe.



TRANSPORT

The transport sector along with the mining sector are the fifth major sectors in terms of contribution accounting for approximately 9 percent to the total economy. Its contribution has been on the rise since 1996 and has more than doubled in 2015, from contributing just over a hundred million in 1996 to approximately two hundred and eighty million in 2015. In 2002, its growth shot from 0.0011 percent in 1996 to 0.0031 in 2002 and further declined 0.0017 in 2008 and 0.0014 in 2015.



Source: Global Insight, 20160

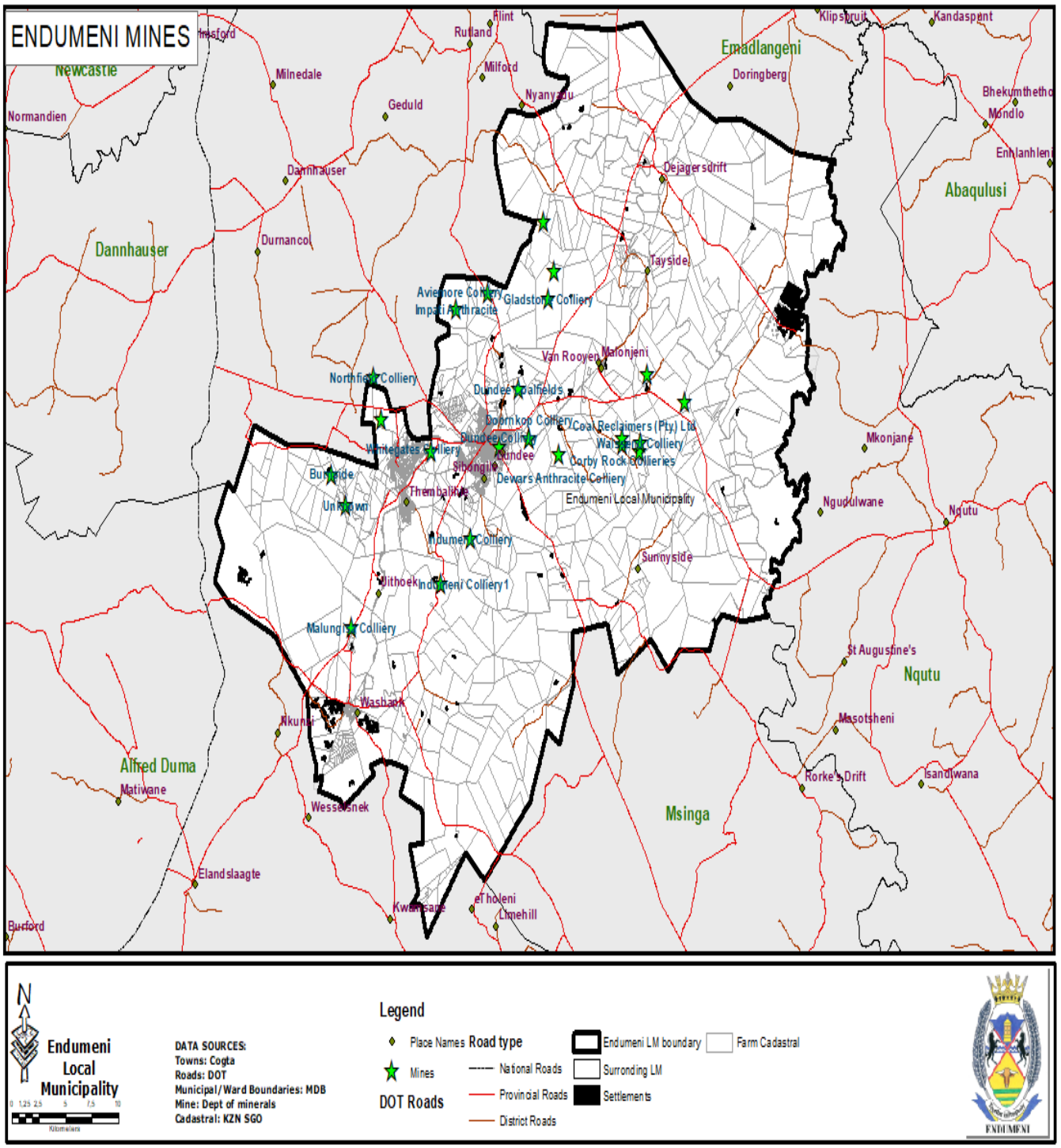
INFORMAL TRADE

The decline in employment opportunities in the formal economy over the last decade has seen a growth in the informal sector within the municipality. Consequently, the municipality has developed the informal Economy Development & Support Policy Framework in order to guide the empowerment of upcoming local entrepreneurs accessing the informal economy. Endumeni final Informal Economy policy states that there has been an increase in the number of informal traders within the municipality as a result of job losses suggesting that this is indicative of its significant in employment creation. This form of business activity is increasing because of its flexible working hours as well as the opportunity it provides for additional income generation for the poor.

The policy identifies numerous types of informal trading present within the municipality, including: Street / Kerbside trading; trading at transport interchanges; trading in Public Open Spaces; mobile Traders (roving, bakkies and containers); intersection Trading; special events; car washers; hairdressers; livestock trading; woodworks; clothing and textile manufactures; motor mechanics; electrical and electronics services; catering services; and other. This sector has great potential to grow the local economy if harnessed well. For more details the reader is encouraged to access he final adopted Informal Economy Policy in order have a comprehensive picture about the strategic approach to supporting this important sector of the local economy was estimated at approximately one billion rand while Endumeni was estimated at four hundred and seventy million.

TOURISM SERVICES

The tourism sector within the municipality contributes significantly to the local economy and is dominated by cultural tourism boosted by the Anglo-Zulu and Anglo-Boer war battlefields located in Dundee. Glencoe serves as a secondary centre to Dundee in terms of tourism having cultural assets such as Monuments and Museums (e.g. Talana Museum), Maria Ratschitz Mission, Battlefield sites (Talana and Lennox Hills), Other Cultural sites (i.e. Talana Crafts, Talana Zulu Cultural Village, Iron Age smelting sites) and the Rifleman's Road and Red Soldier's March Battlefield Routes. The municipality is abundantly endowed with exceptional tourism, pleasant climatic conditions, cultural diversity and good infrastructure. These already established tourism services create a competitive tourism destination with a great growth prospect.



Map 56: Endumeni Mines

LEVERAGE PRIVATE SECTOR FUNDING RESOURCES

The Endumeni Local Municipality wants to embark on a retail sector study for the Dundee and Glencoe Towns. It is noted that according to Census Statistics for the Dundee and Glencoe

Area, unemployment levels are extremely high. Therefore, the establishment of a shopping mall within the area will not only create several employment opportunities, but will also impact positively both financially and socially on the local residents. It is envisaged that the development of a retail facility could underpin the emergence of a strong, local economy. At present there is no large scale shopping mall in the Dundee and Glencoe Area. This situation forces most residents to travel towards Newcastle which results in residents paying high transport fees in addition to the movement of goods and capital to outside areas. It is envisaged that with new development in place, the residents of Dundee and its surrounds will now be able to frequent an establishment that is much more accessible. This in turn will promote the locking of resources within the area which will create conditions for a better standard of living.

The aim is to establish a shopping mall. The proposed above-mentioned project cycle could be initiated with the drafting of a Retail Sector Study for the Dundee, Glencoe Area. This entails the study of disposable income in the Dundee Glencoe Area, the result of which will be an understanding of the spending patterns; and the question of supply and demand within Dundee and Glencoe. This information is important in terms of understanding the critical mass that is required to support the Retail Centre and other such commercial entities. The end product of the Retail Sector Study would then be the development of a Shopping Framework. This would thus allow the Municipality to attract both developers and investors to the area as it would help create an environment of certainty whereby decisions would be based on facts and figures.

5.1.7 MONITORING & EVALUATION PLAN FOR LED

In the 2017/18 MEC comments the municipality was requested to fast-track the development of the Investment Retention Policy, Identify the key economic players, develop the Municipal Safety Plan, to identify to what extent the job creation methods is attempting to tackle the existing number.

This is in progress and a Comprehensive Project matrix for all the LED programmes and projects within the municipal area is being developed and will be presented regularly in the revived LED Forum for monitoring purposes. In addition, all the prioritized interventions implemented by the Municipality have all been incorporated in the 2018/2019 SDIBIP and will be incorporated in the subsequent SDIBIPs which is monitored regularly as part of the Municipality's PMS Policy Framework.

5.1.7 LED CONTRAINTS AND CHALLENGES

The LED Unit of the municipality is functional but under resourced. The municipality has appointed both LED officer and Tourism Officer Positions that were prioritized in the 2017/18 financial year and still utilizing Sabalala Consultants for technical support. The LED unit consists of the LED manager, LED officer and Tourism Officer. It is a work in progress and more positions are needed for this unit to do away with the utilization of Consultants for the implementation of the LED strategy.

5.1.8 LOCAL ECONOMIC DEVELOPMENT

Strengths	Weaknesses
150 ha of land for crop farming and livestock	Land given back to community for LED purposes is not fully 164utilized.
Capacity building initiative/ skills development programmes, etc for the community	Unimplemented By-laws
Craft market	Operation and maintenance of the aerodrome establishment
Agri processing businesses; existing Abattoir,	No sustainability of LED projects once handed over to beneficiaries
Skills development related to Agri-processing plants	Unavailable/ undeveloped LED infrastructure i.e. market stalls
Tourism , existence of govt. institutions locally	Challenges in providing service delivery in LRAD Land
Biggest suppliers of livestock farming	Inadequate Capacity to mobile external funding for implementation of the LED Strategy & Plan
Availability of budget	Underutilization of Industrial Park
Suitable geographic area for tourism (Battlefields Route) Link to tourism above	Lack of proper infrastructure to support investments, e.g.: Mining Sector
Have a dedicated LED & Tourism Unit	Limited Implementation of LED Strategy
Have a Council Adopted Strategy	Lack of a Business Chamber with the Municipal Area
Have a Fully Functional LED Forum	
Have an 8-Aside Business Structure which serve as a voice of Business within the municipality	
Have a Fully functional Community Tourism Organization, the Dundee Tourism	
Have signed an MoA with SEDSA in an effort promote Enterprise development and support	
Convenes an annual Small Business Week Event	
Convenes at least two Mayoral Business Engagement Session per	

Continuously creating creating Job Opportunities through EPWP and CWP Programmes	
Have a Fully functional Informal Economy Chamber	
Have a Council Adopted Informal Economy policy Framework	
Conducts at least 4 quarterly Business Inspections within the Municipal area	

OPPORTUNITIES	THREATS
Compilation of the Tourism Plan	Ignorance of approved by-laws
Mobilization of external funding for implementation of the LED Plan	Drought
Involvement of other sectors of LED matters	Limited services to accommodate Dundee July event, e.g. electricity, access roads, parking demarcation, security, congestion etc.
Dedicated support for Emerging farmers	Increased levels of Unemployment
Skills Development in agriculture	Uncoordinated Business engagement Interventions
Great investment interest from outside, e.g. cement manufacturing plants, etc.	Implementable LED Strategy
Existing land strip for economic purposes	Lower levels of Trade and Investment into the Municipal area
Formalization of boarding institution to regulate municipal rates.	
Implementation of the Agri-Parks Programme	
Implementation of the District-Wide Investment Attraction and Promotion Strategy	
Establishment of Partnerships with key Strategic Partners	

Establishment of the Business Chamber for Endumeni Local Municipality	

5.1.9 LOCAL ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

As part of the LED Strategy which was developed by the municipality and adopted during the 2018/19 financial year, the municipality then prepared the implementation plan which will serve as an implementation, monitoring , evaluation and report tool of the key prgrammes and projects identified in the LED Strategy. Undoubtedly, the size of the municipal budget might not be allowing any significant implementation of many high impact investment projects. Nevertheless, the packaging of strategically and economically significant initiatives will serve as a catalyst in driving the economic emancipation of the municipality.

In the Local Economic Development Strategy, the municipality has considered various strategic thrust as appropriate measures towards bringing desired economic change. To this end, it would surely be impractical to implement all strategic pillars and their key action areas given the limitedness of resources. Nevertheless, the key priority strategic pillars for implementation are as follows:

(i) Strengthening of Institutional Arrangements
(ii) Agricultural beneficiation and Diversification
(iii) Improved Physical Infrastructure Development for Economic Growth
(iv) Business Development and Investment Promotion
(v) Skills Development and Training

By 2030, South Africa's rural communities should have greater opportunities to participate fully in the economic, social and political life of the country. People should be able to access high – quality basic services that enable them to be well- nourished, healthy and increasingly skilled. Rural economies will be supported by **agriculture,** and where possible by **mining**, **tourism, agro-processing and fisheries.**

The driving force behind this will be expansion of irrigated agriculture, supplemented by dry–land production where feasible. In areas with low economic potential, quality education, health care, basic services and social security will support the development of human capital. In areas with some economic potential, non – agricultural activities (such as agro–industry, tourism, small enterprises or fisheries) will boost development.

The details of the above Strategic Pillars are as follows:

1. Institutional Arrangements

The main objectives of this pillar are to:

- To formalise stakeholder engagements thereby allow them to find common economic ground for Endumeni;
- To extend the area of responsibility to all people with vested interest of growing Endumeni to be a home for all races and address collaboratively all existing social ills; and
- To understand the scope of planned economic initiates beyond the public sector or government driven initiatives.

On the 17 March 2020, the municipality in partnership with the Department of Economic Development, Tourism and Environmental Affairs, and Trade and Investment KwaZulu Natal, organised a Business Breakfast with the prominent and emerging business community of Endumeni Municipality laity. On the main, the aim of the breakfast was to to bring the Public and Private sector together, with the intention of forming a partnership with the primary objective being to build up trust and develop common goals and strategies between the municipality and local businesses,

The session also served to identify key strategic issues which can be partnered on thereby creating a conducive environment for investment. At the end of the session, five members were nominated to engage with the municipality with the intention of forming Endumeni Business Chamber.

2. Agricultural Focus Area

As the primary economic activity in rural areas, agriculture is the focus of this action plan. In the main, Endumeni together with affected stakeholders need to:

- Expand irrigated agriculture, through the better use of existing water resources and developing new water schemes;
- Convert some under-utilised land in communal areas and land reform projects into commercial production;
- Pick and support commercial agriculture sector participants that have the highest potential for growth and employment;
- Support job creation in the upstream and downstream industries. Potential employment will come from the growth in output resulting from the first three strategies;
- Find creative combinations between opportunities. For example, emphasis on land could benefit from irrigation infrastructure; give priority to successful farmers in

communal areas; and support industries and areas with high potential to create jobs, all these will increase collaboration between existing farmers and beneficiaries of land reform; and

- Develop strategies that give new entrants access to product value-chains and support from better-resourced players.

3. Importance of Economic Infrastructure Development

The infrastructure is important for faster economic growth and alleviation of poverty in the country. The adequate infrastructure in the form of road and railway transport system, ports, power, airports and their efficient working is also needed for integration of the Endumeni economy with other economies of the world.

It needs to be emphasized that good quality infrastructure is important not only for faster economic growth but also to ensure inclusive growth. By inclusive growth we mean that benefits of growth are shared by the majority of the people of a country. Thus, the inclusive growth will lead to the alleviation of poverty and reduction in income inequality in the country.

For example, micro, small and medium enterprises (MSME) are dispersed throughout the economy and production by them and their growth require access to quality and reliable infrastructure services to compete efficiently with large-scale enterprises which can often build some of their own infrastructure such as installing their own small power plants or generators. Besides, large-scale firms can even locate themselves near ports and near transport hubs where required infrastructure is available.

Small enterprises, on the other hand, are dispersed widely in the economy and have to rely on the availability of the general infrastructure facilities. Thus, by building up general infrastructure facilities helps the small enterprises to compete successfully with large-scale industries and being labor-intensive generate large employment opportunities for the workers. This will help to alleviate the poverty in developing countries.

The expansion in infrastructure facilities such as irrigation, rural electrification, roads and road transport will promote agricultural growth and setting up of agro-processing industries. These general infrastructure facilities will help farmers and owners of processing industries to get their requirements of raw materials, fertilizers and other inputs at cheap rate and also help them to bring their products to the markets which are located in big towns and cities.

Thus, according to Thirlwall, "For poor farmers improved infrastructure will reduce their input cost and increase agricultural production and reduce traders' monopoly by improving their access to markets. Nearly two-thirds of African farmers are cut off from national and world markets, because of poor infrastructure and market access. Better transport means greater access to public resources including schools, hospitals and other health facilities".

It follows from above that the expansion of infrastructure facilities will ensure sustained growth of employment in agriculture and small-scale rural industries and bring prosperity in the rural areas and in this way ensure inclusive growth. Besides, this will also help to prevent the mass exodus of the rural people to urban areas where they cause problems of urban congestion, growth of slums and acute housing shortage.

The above overview suggests that, the focus on infrastructure development will serve as a catalyst for future investments thereby expedites growth and development of the area.

4. Business Development and Investment Promotion

The government economic strategy advocates for the provision of "business support environment". Thus, the Municipality understands that local economic development is a product of public policy through which government encourages the growth of the private sector, through seeking to create an enabling environment which encourages entrepreneurs and investors to build new businesses in particular territories.

To this end, the Municipality will delve on a plan to:

- Develop an investment strategy as well as developing an investment profile that seeks to promote the Municipal investment opportunities. The aim of this is to attract and encourage new investment into the Municipality area of jurisdiction;
- Design and develop business retention programme that will tighten the bond between business and Endumeni Economic Partnership; and
- Design and develop a business incubation programme to actively support SMMEs to seek out and explore opportunities that focus on growth through innovation, organisational development, market development, strategy development, investment and business improvement

5. Skills Development and Training

The aim of this pillar is to engage with training institutions in Endumeni to serve as a focal point to equip Endumeni labour force and thereby drive economic growth. Institutions such as Amajuba FET and Asikhule Youth Development will be engaged to develop training and educational content which will meet the skills requirement as demanded by the key sectors within Endumeni.

6. Project Monitoring and Reporting

In order to achieve coordinated development in Endumeni, the LED / Tourism Unit will assist with monitoring of progress on implementation of certain private sector and public sector owned initiative

7. The development agency

7.1 The 2020 Strategic Planning of the Development Agency

Vision

UMzinyathi District, an inclusive, growing and wealthy economic territory.

UMzinyathi district shall be an investor destination with sustainable vibrant economy based on active economic sectors, world-class economic infrastructure and inclusive participation to provide socioeconomic benefits to the capacitated local people.

Mission statement

UMzinyathi Development Agency exists to be an economic transformation and development governance hub that promotes sustainable employment creation through agriculture, tourism, manufacturing and mining, prioritizing human and business development for the benefit of UMzinyathi district people.

Our values

- People centered
- Integrity
- Professionalism
- Accountability
- Innovation

Our strategic pillars

Economic sector development 2. Infrastructure development 3. Socio-economic development and transformation 4. Governance, management and investment attraction.

7.2 Strategic goals and objectives

Our strategic goals

- ✓ Development, promotion and revitalization of active economic sectors.
- ✓ Demand driven and equally distributed infrastructure and services.
- ✓ Promotion of socio-economic transformation within active economic sectors.
- ✓ Promotion of self-sufficient economic development.

7.3 Strategic objectives

- Unleashing the district agricultural potential.
- Expansion and diversification of the manufacturing activities.
- Revitalization and support for districts mining activities.
- Development, support and promotion of the district as a tourist destination.
- Promotion and practice of green economy.
- Improve the provision of infrastructure development and services.
- Facilitate and provide the development and capacitation of role players and beneficiaries of economic development.
- Improve social development and seizure of economic opportunities by the majority people of the district.
- Institute inclusive, viable, transparent and accountable governance and management practices.
- Promotion of the district as an investor destination

7.4 Measurable objectives

1. Improvement of coordination between all parties critical to agricultural development 2. Commodity development

3. Improve the food and drink value chain

4. Practice conservation agriculture

5. Promote inclusive participation within the agricultural sector. 6. Prioritise manufacturing sector policy and planning.

7. Create and conducive environment for SMME participation within the manufacturing sector.

8. Create a conducive environment for business retention and expansion within the manufacturing sector

9. Revive and resuscitate mining the district mining activities

10. Promote inclusive participation within the sector.

11. Promote the expansion of the tourism attractions and activities

12. Ensure information dissemination, marketing and promotion

13. Facilitate provision of tourism specific infrastructure upgrades

14. Support the development of the green economy sector

15. Resume project management role for strategic infrastructure and service projects

16. Advocate for infrastructure development achieve economic development

17. Facilitation of human development for the local people

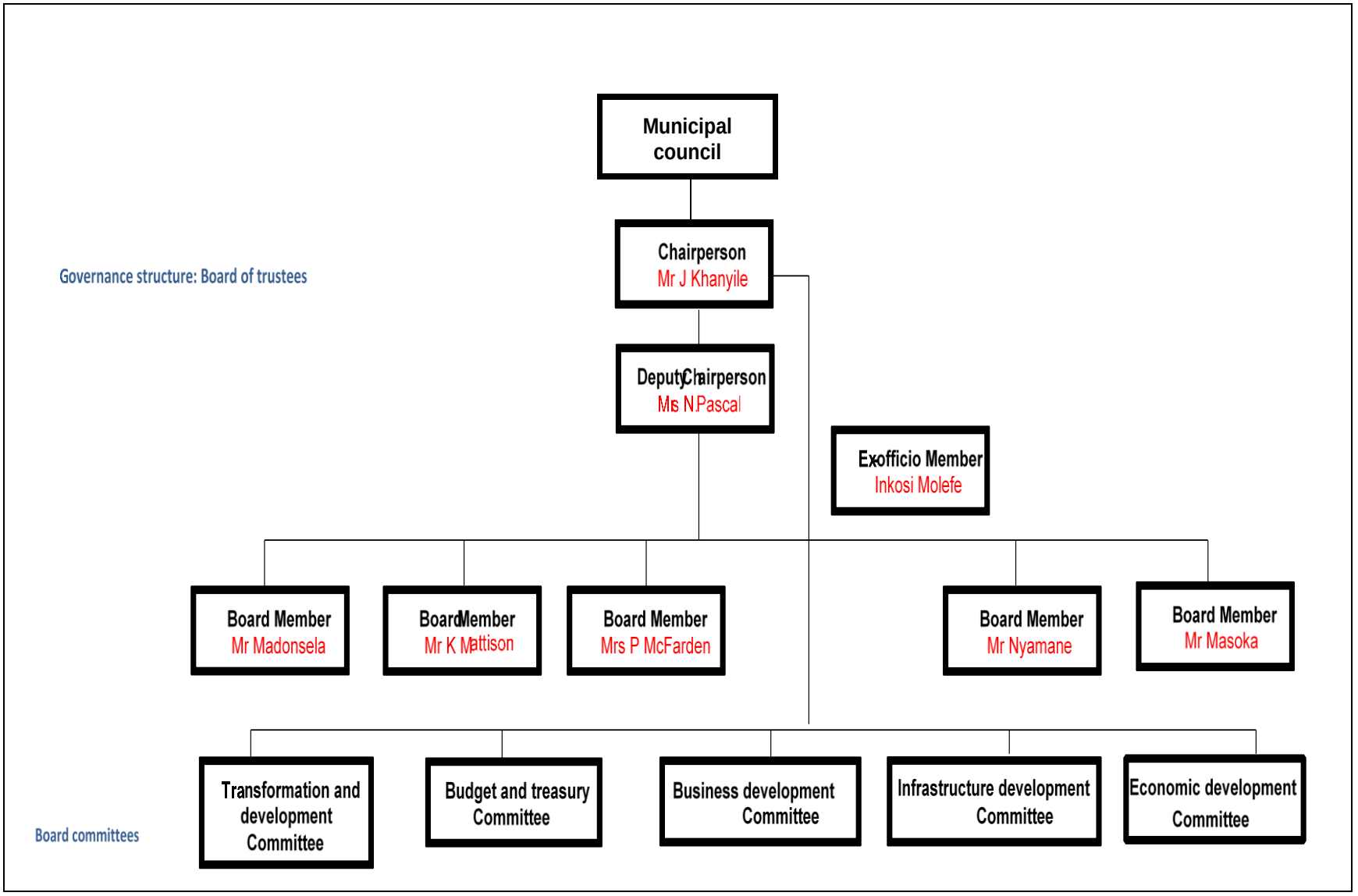
18. Facilitate the creation of business opportunities for seizure by local people

19. Uphold participative partnership and governance structures.

20. Uphold transparent and accountable management system.

21. Maintain an efficient, adequate and sustainable financing system.

22. Promote investment and mobilise project funding


Governance structure: Board of trustees
Municipal council
Chairperson
Mr J Khanyile
Deputy Chairperson
Ms N Pascal
Ex officio Member
Inkosi Molefe
Board Member
Mr Madonsela
Board Member
Mr K Mattison
Board Member
Mrs P McFarden
Board Member
Mr Nyamane
Board Member
Mr Masoka
Board committees
Transformation and development Committee
Budget and treasury Committee
Business development Committee
Infrastructure development Committee
Economic development Committee

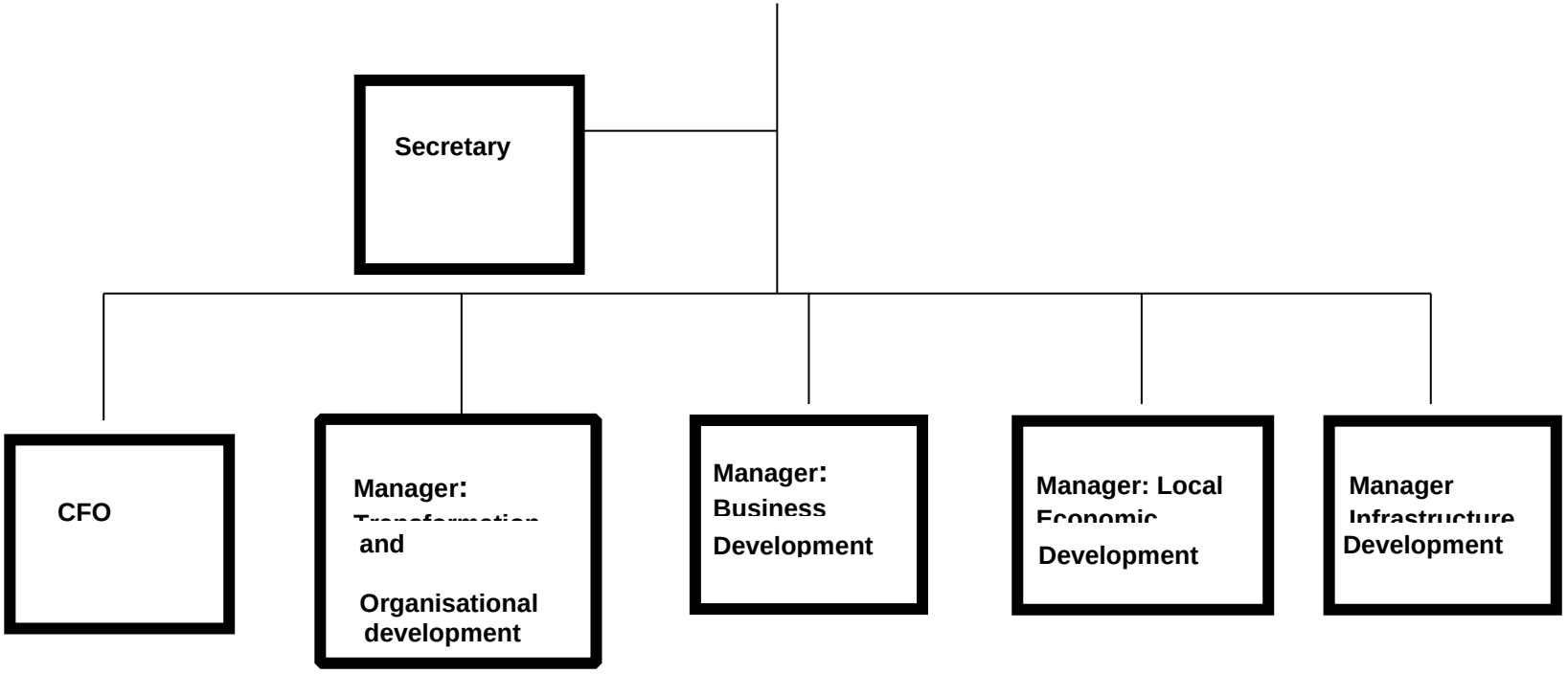
Agency management

Strategic function identification and allocation

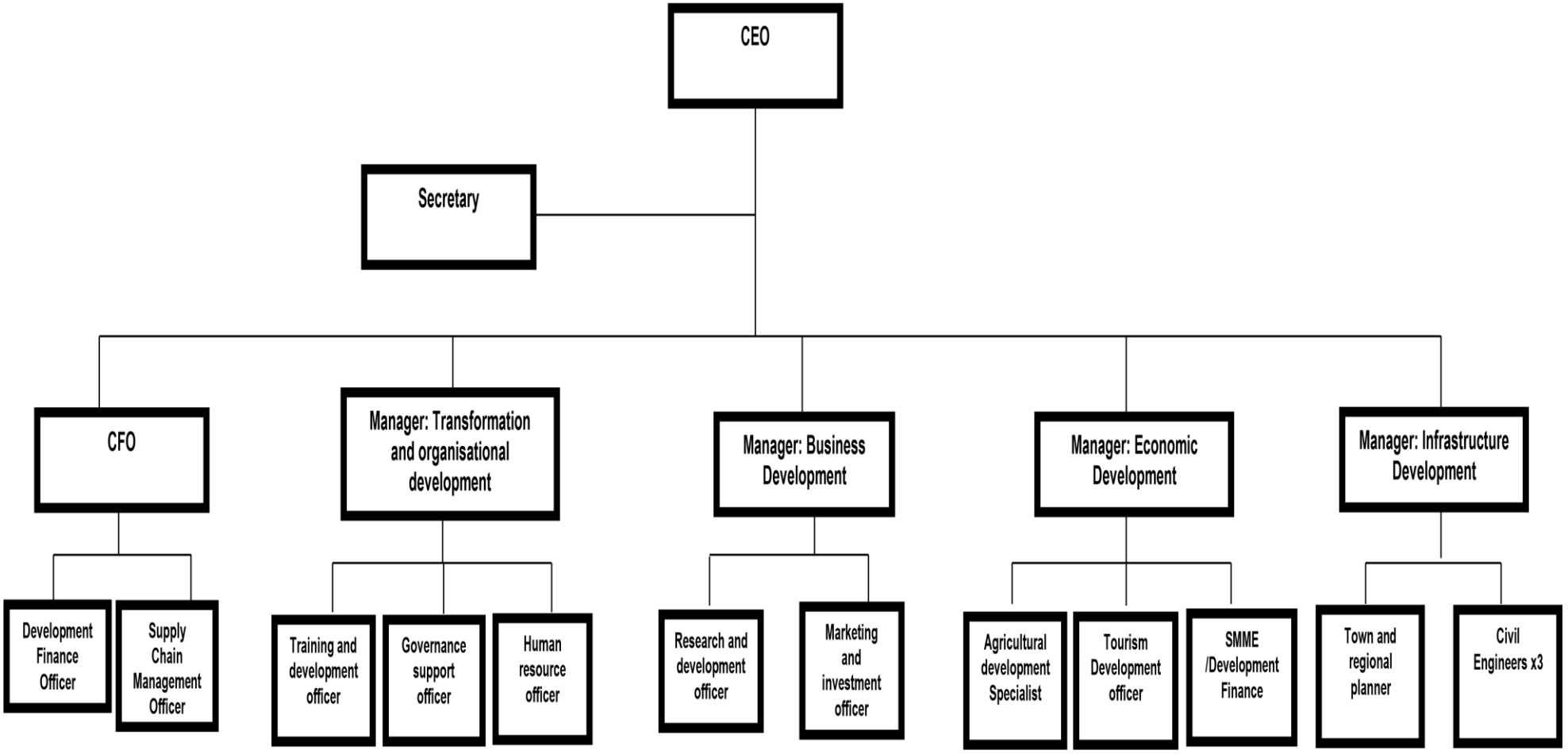
Key Performance Area	Goals	Incumbent	Strategic objectives	Incumbent
1. Economic sector development	1.1 Development, promotion and revitalization of active economic sectors.	Manager: Economic Development	1.1.1 Unleashing the district agricultural potential.	Agricultural development officer
			1.1.2 Expansion and diversification of the manufacturing activities.	SMME / Development Finance officer
			1.1.4 Development, support and promotion of the district as a tourist destination.	Tourism development officer
			1.1.5 Promotion and practice of green economy	Agricultural development Officer
2. Infrastructure development	2.1 Demand driven and equally distributed infrastructure and services	Manager: Infrastructure development	2.1.1 Improve the provision of infrastructure development and services	Regional planner Civil engineers
3. Socio-economic development and transformation	3.1 Promotion of socio-economic transformation within active economic sectors	Manager: Transformation and organizational development	3.1.1 Facilitate and provide the development and capacitation of role players and beneficiaries of economic development	Training and development officer
			3.1.2 Improve social development and seizure of economic opportunities by	

			the majority people of the district.	
4. Governance, management and investment attraction	4.1 Promotion of self-sufficient economic development.	Chief executive officer Manager: Business development	4.1.1 Institute inclusive, viable, transparent and accountable governance and management practices	Human resource officer Governance support officer
			4.1.2 Promotion of the district as an investor destination	Investment and marketing officer

Top management structure



Management and functionaries



THE IMPLEMENTATION PLAN

Key Performance Area	Goals	Strategic objectives	Measurable objectives	Strategies	Programmes/Projects/ Actions	Time frame			Responsible persons
						Year 1	Year 2	Year 3	
1. Economic sector development	1.1 Development, promotion and revitalization of active economic sectors.	1.1.1 Unleashing the district agricultural potential.	1.1.1.1 Prioritize agricultural sector policy and planning.	1.1.1.1.1 Develop an agricultural development guideline	Develop and adopt the district wide agricultural master plan.				Local Economic Development Department
					Develop and adopt local municipality agricultural intervention plans.				Local Economic Development Department
			1.1.1.2 Commodity development	1.1.1.2.1 Improve and maintain land and water availability standards	Resume production management on land reform farms				Local Economic Development Department
					Resume production management on municipal land farms				Local Economic Development Department
					Resume production management on state land farms				Local Economic Development Department
					Resume production management on underutilized commercial farms				Local Economic Development Department
					Resume production management on communal land farms				Local Economic Development Department
					Construction of the district				Local Economic
					agricultural dam				

									Development
									Department
					Develop agricultural activities around Greytown dam				Local Economic Development Department
					Develop agricultural activities around Glencore Dam				Local Economic Development Department
				1.1.1.2.2 Promote and support crop farming	Design and establish a Mooi Mpofana vegetable HUB				Local Economic Development Department
				1.1.1.2.3 Promote and support livestock farming					Local Economic Development Department
			1.1.1.3 Improve the food and drink value chain	1.1.1.3.1 Promote and support agro-processing	Revitalization of the Msinga Pack house				Local Economic Development Department
			1.1.1.4 Practice conservation agriculture	1.1.1.4.1 Ensure good agriculture land is reserved for agriculture production use	Implement the land use guidelines from the district agriculture master plan.				Local Economic Development Department

				1.1.1.4.2 Ensure land and environmental protection					Local Economic Development Department
			1.1.1.5 Improvement of coordination between all parties critical to agricultural development	1.1.1.5.1 Develop a formal platform for frequent engagement between Agricultural Associations, municipal officials and other relevant stakeholders					Local Economic Development Department
				1.1.1.5.2 Facilitate the establishment of farmer's activity clusters.					Local Economic Development Department
		1.1.2 Expansion and diversification of the manufacturing activities.	1.1.2.1 Promote inclusive participation within the sector.	1.1.2.1.1 Develop a formal platform for frequent engagement within the sector					Local Economic Development Department
			1.1.2.2 Prioritize manufacturing sector policy and planning.	1.1.2.2.1 Implement the Investment Promotion and Facilitation Strategy with a focus on the manufacturing sector					Local Economic Development Department
				1.1.2.2.2 Identify, promote and assist manufacturers in accessing national incentives that are available					Local Economic Development Department

				1.1.2.2.3 Identification of future potential industrial nodes					Local Economic Development Department
			1.1.2.3 Create and conducive environment for SMME participation within the manufacturing sector.	1.1.2.3.1 Develop a formal platform for frequent engagement within the sector					Local Economic Development Department
				1.1.2.3.2 Assist SMMEs in packaging funding applications to existing funds for manufacturing opportunities					Local Economic Development Department
				1.1.2.3.3 Determine suitable incentives for manufacturers that offer apprenticeship and internship opportunities					Local Economic Development Department
				1.1.2.3.4 Allocate trading spaces and safe storage for SMMEs in the local towns	Establishment of the Industrial park in Msinga				Infrastructure Development Department
					Resuscitation of the industrial parks in Greytown, Dundee and Nquthu				Infrastructure Development Department

				1.1.2.3.5 Formalizing SMME's that are not already formalized					Local Economic Development Department
				1.1.2.3.6 Facilitate partnerships between local SMME's and local mining companies for downward beneficiation including procurement and incubation programmes					Local Economic Development Department
			1.1.2.4 Create a conducive environment for business retention and expansion within the manufacturing sector.	1.1.2.4.1 Facilitate the roll-out of a Business Retention and Expansion programme					Local Economic Development Department
				1.1.2.4.2 Targeted reduction of redtape and municipal administrative processing times					Local Economic Development Department

		1.1.3 Revitalization and support for districts mining activities	Revive and resuscitate mining the district mining activities	1.1.2.4.3 Lobby for extensive research and exploration to be conducted to locate potential deposits of valuable resources					Local Economic Development Department
				1.1.2.4.4 Mobilize mining investments					Local Economic Development Department
				1.1.2.4.5 Manage social and labour plans of the local mines					Local Economic Development Department

		1.1.4 Development, support and promotion of the district as a tourist destination.	1.1.4.1 Promote inclusive participation within the sector.	1.1.4.1.1 Develop a formal platform for frequent engagement within the sector					Local Economic Development Department
				1.1.4.1.2 Fast track the transformation of the tourism industry					Local Economic Development Department
			1.1.4.2 Promote the expansion of the tourism attractions and activities	1.1.4.2.1 Promote tourism events	Develop tourism activities around Greytown Dam				Local Economic Development Department
					Develop tourism activities around Glencore Dam				Local Economic Development Department
				1.1.4.2.2 Develop and support adventure tourism					Local Economic Development Department
				1.1.4.2.3 Develop and support township tourism					Local Economic Development Department

				1.1.4.2.4 Implement Operation Phakisa programmes					Local Economic Development Department

			1.1.4.3 Ensure information dissemination, marketing and promotion	1.1.4.3.1 Identify and lobby for funding for new tourism signage					Local Economic Development Department
				1.1.4.3.2 Increase the marketing around the current tourism products					Local Economic Development Department
				1.1.4.3.3 Marketing of the region at national and international shows and					Local Economic Development Department
				exhibitions in conjunction with					

				TKZN					
			1.1.4.4 Facilitate provision of tourism specific infrastructure upgrades	1.1.4.4.1 Lobby for the upgrading of the Dundee airport					Local Economic Development Department
				1.1.4.4.2 Facilitate the development of additional information facilities strategically located in each Local Municipality, providing opportunities for business activity within their radius					Local Economic Development Department
				1.1.4.4.3 Facilitate research					Local Economic Development Department
				on the creation of a tourism					

				route from the N3 to the Battlefields					
		1.1.5 Promotion and practice of green economy	1.1.5.1 Support the development of the green economy sector	1.1.5.1.1 Undertake the development of Green Economy Guidelines.	Develop the district green economy plan				Local Economic Development Department
2. Infrastructure development	2.1 Demand driven and equally distributed infrastructure and services	2.1.1 Improve the provision of infrastructure development and services	2.1.1.1 Resume project management role for strategic infrastructure and service projects	2.1.1.1.1 Serve as a planning service provider to municipalities and other government and private stakeholders					Infrastructure Development Department
				2.1.1.1.2 Serve as a project implementation service provider to municipalities and other government and private stakeholders					Infrastructure Development Department
				2.1.1.1.3 Serve as a project maintenance service provider to municipalities and other government and private stakeholders					Infrastructure Development Department

			2.1.1.2 Advocate for infrastructure development achieve economic development	2.1.1.2.1 Promote small town regeneration and industrialization	Promote and facilitate the establishment of a Cwaka Urban Precinct				Infrastructure Development Department
				2.1.1.2.2 Develop and implement infrastructure provision guidelines	Develop an infrastructure Investment Plan				Infrastructure Development Department
					Construction of the Tugela Ferry Bypass road				Infrastructure Development Department
					Design and facilitate the provision of the Agriculture Mechanization centre.				Infrastructure Development Department
				2.1.1.2.3 Promote, facilitate and provide property investments and development	Develop high income residential area around Greytown dam				Infrastructure Development Department
					Develop high income residential area around Glencore Dam				Infrastructure Development Department
					Develop student accommodation properties in all four local municipalities				Infrastructure Development Department

3. Socio-economic development and transformation	3.1 Promotion of socioeconomic transformation within active economic sectors	3.1.1 Facilitate and provide the development and capacitation of role players and beneficiaries of economic development	3.1.1.1 Facilitation of human development for the local people	3.1.1.1.1 Promote trades as employment opportunities to young people					Transformation and organizational development department
		3.1.2 Improve social development and seizure of economic opportunities by the majority people of the district.	3.1.2.1 Facilitate the creation of business opportunities for seizure by local people	3.1.2.1.1 Establish a platform for engagement between tertiary institutions and business to ensure programmes are aligned with industry demand					Transformation and organizational development department
				3.1.2.1.2 Develop and support local SMME's	Design and implement a farmer incubation programme intended to link farmers to markets and raising capital funding.				Transformation and organizational development department
					Design and implement the				Transformation and

					furniture making incubation programme				organizational development department
4. Governance, management and investment attraction	4.1 Promotion of selfsufficient economic development.	4.1.1 Institute inclusive, viable, transparent and accountable	4.1.1.1 Uphold participative partnership and governance structures.	4.1.1.1.1 Maintain governance functionality and accountability					Transformation and organizational development department
		govern							
		ance and managemen t practices		4.1.1.1.2 Form strategic partnership s with private and public sector entities					Office of the CEO and Business Development Office
			4.1.1.2 Uphold transparent and accountable	4.1.1.2.1 Establish and fill an appropriate					Transformation and organizational development department

			management system.	management structure					
				4.1.1.2.2 Practice proper programme planning					Office of the CEO
				4.1.1.2.3 Practice efficient and effective programme implementation					Office of the CEO
				4.1.1.2.4 Monitor and evaluate mandate and programme implementation					Office of the CEO
				4.1.1.2.4 Market the agency, its services					Business Development Department

				and district at large					
				4.1.1.2.5 Practice constant reporting					Office of the CEO and Budget and treasury department
			4.1.1.3 Maintain an efficient, adequate and sustainable financing system.	4.1.1.3.1 Mobilize funding for agency operations					All departments
				4.1.1.3.2 Mobilize funding for project financing					All Departments
				4.1.1.3.3 Provide professional services to raise funds	Manage implementation of UMzinyathi water projects	[redacted]			Infrastructure development Department
				4.1.1.3.4 Invest in viable commercial projects					Business development Department and Budgtet and treasury department
		4.1.2 Promotion of the district as an investor destination	4.1.2.1 Promote investment and mobilise project funding	4.1.2.1.1 Conduct feasibility studies and business		[redacted]			Business development Department and

				plans for funding mobilization purposes						Budgtet and treasury department
				4.1.2.1.2 Encourage domestic and foreign direct investments						Business Development department

5.1 SOCIAL DEVELOPMENT

5.1.1SOCIAL DEVELOPMENT ANALYSIS BRAOD BASED COMMUNITY NEEDS

In the 2019/20 MEC comments the municipality was advised to give attention to the analysis of the social development challenges and identify three social developmental priorities per ward Demonstrating an understanding of participatory planning methodologies. The municipality has undergone an extensive community based planning in all seven (7) wards.

The 7 wards then generated the following priorities per ward:

Table: WARD 1

NO.	OBJECTIVE	PROJECT NAME	LOCATION	WHO WI BENEFIT	HOW MANY WILI BENEFIT	TIMEFRAME
1	Maintenance (roads, grounds, Access Roads (kwa Herodi Road)	General Maintenance	Whole ward	Ward	100%	2019- 2027
2	Provision of service (water, sanitation electricity)	Service Delivery	Rural areas the ward	Ward	100%	2019-2027
3	Training of SMMEs	Local Economic Development	Whole ward	Ward	100%	2019-2027
	EPW jobs Buffalo Coal Mine Fundi Access Roads School Buses	Local Economic Development	Whole ward	Ward	100%	2019-2027
	School Buses	Transport	Whole ward	Ward	100%	2019-2027
	To use community Hall f Clinic Youth NGO suppo					2019-2027

WARD 2

- Ensure safety of the community through maintenance of streams, houses, drainage system Implement skills development programme
- Creation of Job opportunities
- Establishment of Early Childhood development Refurbishment of Sport Grounds
- Building of a hall Reduction of Taverns
- IDP Road Shows
- Rates rebates for businesses Classification of races
- Bursary budget to be increased Support FET (TVET)

Table 13: Ward2

NC	OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1	To ensure health and safety of the community through maintenance of infrastructure	Clearing of sewerage	France	Community Children Youth	40% of the Ward	**Three (3) Months – On going**
2		Reduce widening stream	France	School going children Community that crosses	50%	**2years**
3		**Construction of roads and humps**	**Ext. 18**	**Community Children**	**100%**	**3years**

WARD 3

- Employment
- Eradicate poverty and crime
- Develop rehabilitation Centre and dilapidated buildings War room to be functional and maintained
- Sport and Recreational facilities
- Construction of infrastructure in rural areas e.g. roads Skills development
- Town old age home Stream maintenance Hostel renovations Solar gyzers
- Disaster reduction activities

Table 14: Ward3

NO	OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1	Community Projects (Sewing, welding, bricklaying, carpentry, plumbing, weaving, electrician and wash)	Local Economic Development	Whole ward	Youth and Community	100%	**2019- 2027**
2	Construction of infrastructure	Infrastructure development	Whole ward	Whole community	100%	**2019-2027**
3	**Skills Developmer**	**Skills Development**	**Whole ward**	**Youth Community Businesses**	**100%**	**2019-2027**

WARD 4

- Housing Development Skills development
- Creation of Job opportunities
- Establishment of Early Childhood development Building of Schools
- Refurbishment of Sport Grounds Building hall
- Reduction of Taverns
- Improve maintenance of infrastructure by municipality Renovation of RDP houses in France
- Dlamini houses Solar geysers Hostel renovations Old age home
- Sibongile roof maintenance

Table 15: Ward 4

NO	OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1.	To construct descent housing by 2022	Housing Construction	Dlamini	Community	40%	**Five (5) years 2018 – 2022**
2.	To build ECDs by 2020	Establishment of Early Childhood Development Centre	Sibongile Township	Community Children	100%	**Five (5) years 2019 – 2020**

3.	**To refurbish the sports facility by 2024**	**Refurbishment of Sport Ground**	**Sibongile Township**	**Youth**	**40%**	**Five (5) Years 2019 – 2024**

Ward 5

- Sport and recreation
- Reduce HIV/AIDS Skills development

Table 16: Ward5

OBJECTIVE	PROJECT NAM	LOCATION	WHO WILL BENEFIT	HOW MAN WILL BENEI	TIMEFRAME
To create awareness to the community	Awareness campaigns	Sibongile	All	100%	**On going**
To ensure the functionality the War Room for the whole community	War rooms (OSS)	Sibongile	All	100%	**On going**
To realised training that would empower the youth and unemployed	**Training**	**Sibongile**	**All**	**40% Youth**	**On going**

Ward 6

- Infrastructure development
- Provision of basic services in rural part of the ward Income generation activities
- Skills development opportunities for drop outs Job opportunities
- Bridge
- Rates increased Roads Electricity
- No water (Tyside) (water tank doesn't properly service community) RDP Houses
- Bursaries
- Ward committee Education

Table 17: Ward 6

NO	OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MA WILL BENEFIT	TIMEFRAME
1	Development of skills	Skills Development	Whole ward	Youth	100%	**2019 – 2022**

2	Enhancement of tourism	Tourism	In all wards	All	100%	**2019 -2022**
3	**Refurbishment of industrial areas**	**Industrialization**	**All areas with Industries**	**Businesses and whole community**	**100%**	**2019-2022**

Ward 7

- Employment Food security
- Housing in rural areas
- Sport and Recreational facilities
- Construction of infrastructure in rural areas e.g. roads and speed humps
- Provision of war room
- Local Economic Employment Access Roads
- Speed humps Naming of the park Grader kwaThelaphi
- RDP Housing Kwa Thelaphi CWP employment
- Walkways between Dundee and Glencoe High Crime Rate
- Poverty (LED Projects)Table: Ward 7

NO	OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WIL BENEFIT	TIMEFRAM
1	Development of Construction, plumbing electricity and farming	Skills Development	Whole ward	Youth Community	80% 40%	**2019- 2022**
2	Construction of infrastructure in rur communities	Infrastructure development	Rural areas c the ward	Youth		**2019-2032**
3	**LED programme**	**Local Economi Development**	**Whole ward**	**Youth Community Businesses**	**100%**	**2019-2022**

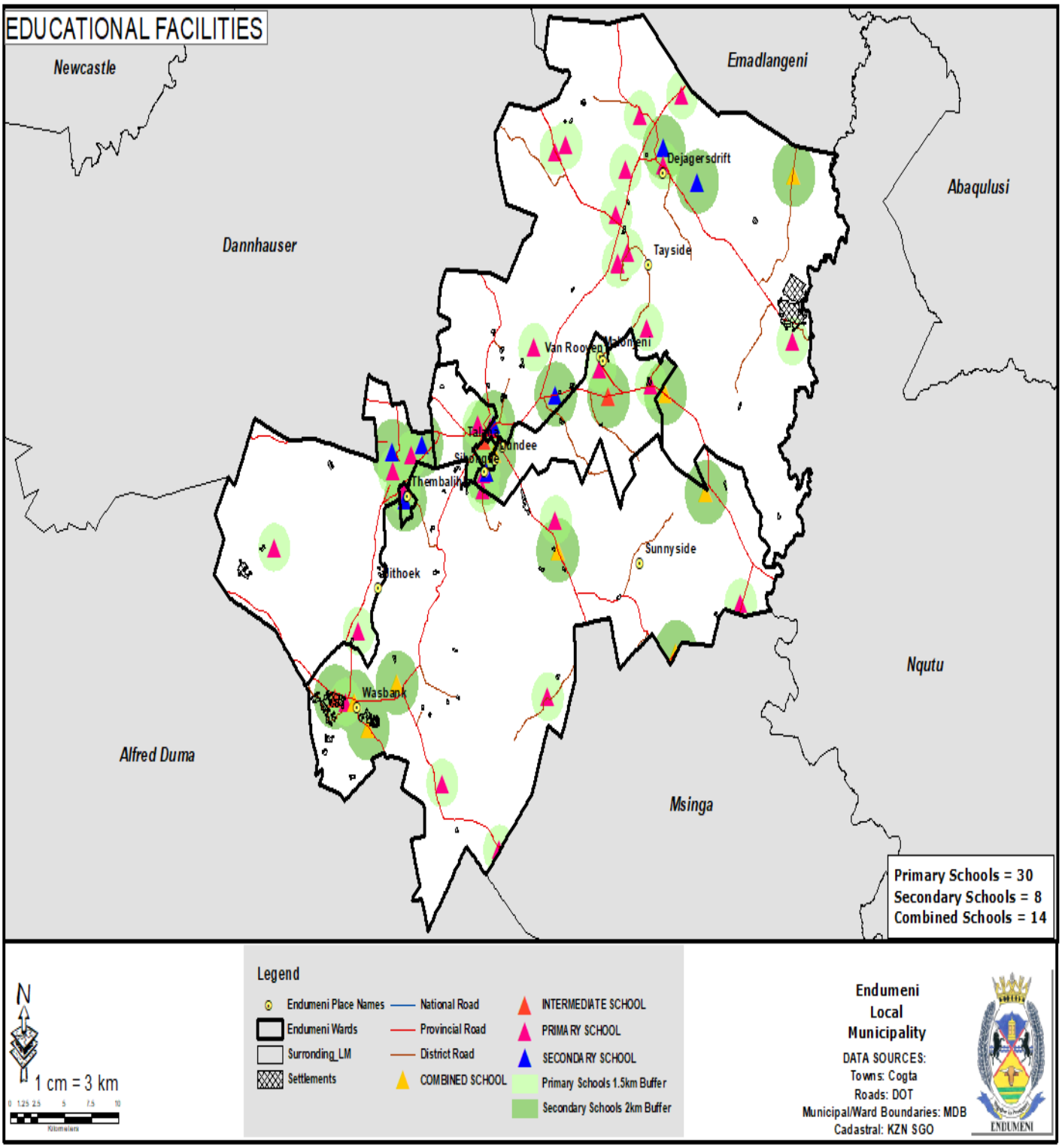
5.1.2 EDUCATION SECTOR

The educational facilities seem to be fairly spread amongst different parts of the municipal area. Although there are a number of schools in the municipal area, it does not indicate that the condition of those education facilities is up to standard. There are overall 52 schools within the Endumeni LM (30 Primary, 8 Secondary and 18 Combined). The KwaZulu-Natal Draft Norms and Standards suggests that primary schools should be accessible within 1,5km while secondary schools are within a 2km traveling distance. The population catchment threshold differs on the basis on the density requirements whereby the lowest density settlements can be provided with a Micro Primary School for every 60

households while the population catchment which warrants the small Secondary School is 200 households.

What becomes evident from the application of this requirement is that some of the settlements do not have access to schools within the required distance. However, there are areas of the municipality, particularly in the north-west where there are limited primary school facilities. All secondary educational facilities are located within the urban core of Glencoe and Dundee. Small parts of Endumeni do not conform to the 5km service radius of facilities. The location of educational facilities occurs on access corridors (roads).

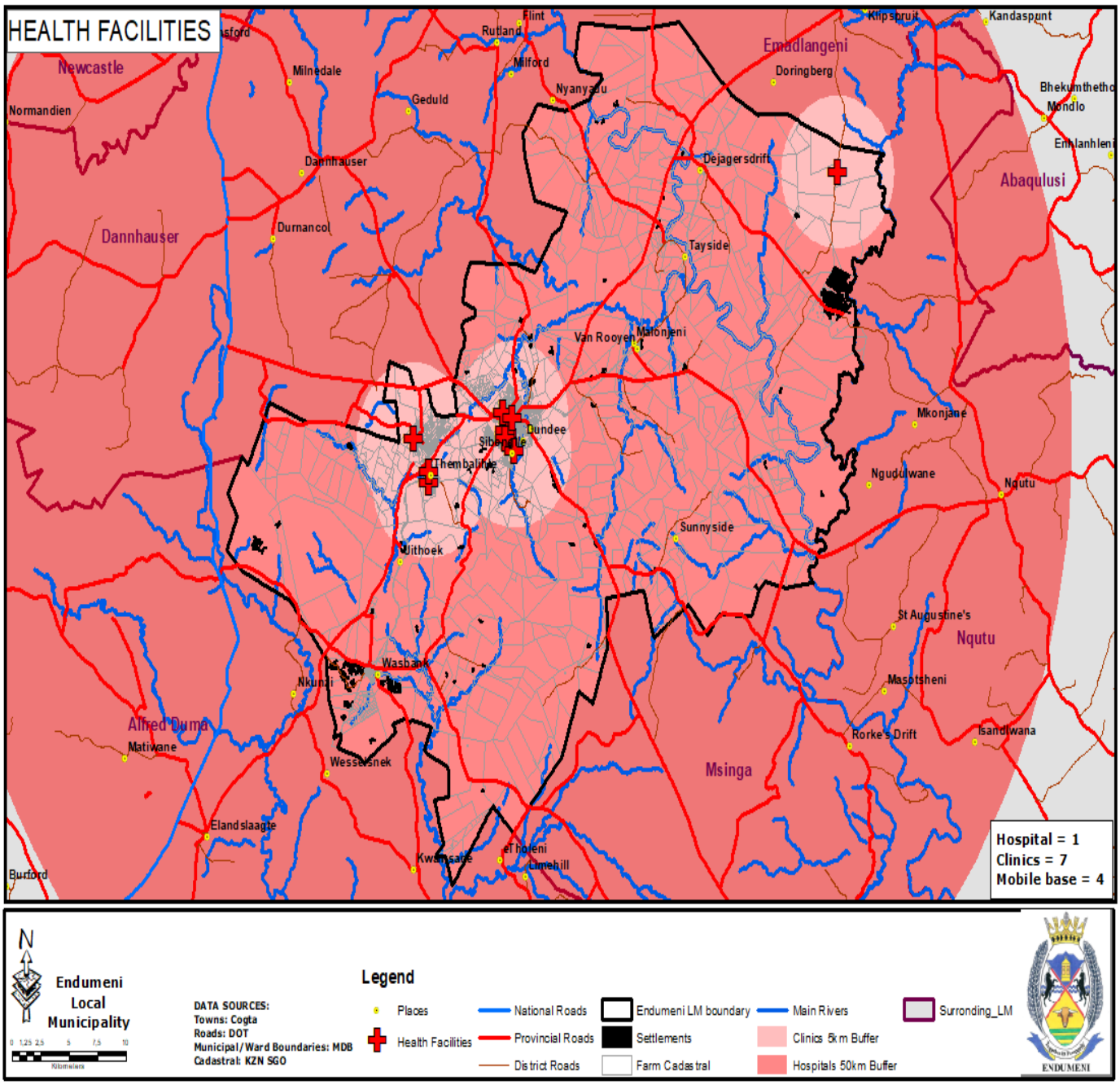
The challenge, with this number of facilities, will be the maintenance, upgrading and quality of these facilities. Depending on the topography, and natural features such as rivers (which negate access to facilities) accessibility might also pose challenges to the community.



Map 57: Educational facilities

5.1.3 HEALTH SECTOR

There are nine (9) health facilities within Dundee which includes seven clinics, one public hospital and one private hospital. The standards for the provision of Health Facilities are sourced from the KZN Provincial Publication "Guidelines for Planning of Facilities in KwaZulu-Natal". The KZN Department of Health has also developed the Norms and Standards for the provision of health facilities. According to the Norms and Standards a clinic should be provided within a catchment of 5000 people within a range of 5km. The municipality obviously does not conform to these standards given that there are areas such as Wasbank which are not provided with the health facilities within close proximity. Facilities are clustered within the urban core of Dundee and Glencoe.Facilities are required in the rural and satellite nodes, particularly in the north-west of the Municipality. Endumeni is serviced by only one public hospital located In Dundee.



Map 58: Health Facilities

5.1.4 SAFETY AND SECURITY

There are three (3) police stations within Endumeni Municipality. These are located within the urban centres of Dundee, Glencoe and Wasbank. According to the 2013 crime statistics, the highest incidents of criminal activities are taking place in Dundee followed by Glencoe. With reference to the figure above read in conjunction with a table below, Drug-related crime are the highest reported cases which amount to 365 in Dundee. The provincial planning standards suggests that a population 50 000 people needs to be provided with one Police Station at a radius of 10km. There are few areas that this radius does not reach. Institutionally, the Safety and Security functional areas within the Municipality is spearheaded by the Senior Manager: safety and Security Section within the newly established Department of Community Services. At a strategic level, Endumeni Local Municipality as part of its priorities for 2018/2019 includes the development and adoption of a comprehensive Safety & Security Sector Plan which will be adopted together with the 2018/2019 IDP not later than 30 June 2019.

Table: Crime Statistics

CRIME	Dundee	Glencoe	Wasbank
Murder	21	7	1
Total Sexual Crimes	52	35	6
Attempted Murder	8	2	2
Assault with the intent to inflict grievous bodily harm	156	88	14
Common Assault	290	91	6
Common robbery	56	20	2
Robbery with aggravating circumstances	90	15	5
Arson	3	6	1
Malicious damage to property	86	39	4
Burglary at non-residential premises	76	24	1
Burglary at residential premises	168	93	10
Theft of motor vehicle and motorcycle	19	9	1
Theft out of or from motor vehicle	52	15	3

Stock-theft	54	22	19
Illegal possession of firearms and ammunition	33	5	

Drug-related crime	**365**	**35**	**1**
Driving under the influence of alcohol or drugs	175	46	15
All theft not mentioned elsewhere	357	115	34
Commercial crime	19	11	1
Shoplifting	126	2	0
Carjacking	3	0	0
Truck hijacking	1	0	0
Robbery at residential premises	10	1	2
Robbery at non-residential premises	14	5	1
Culpable homicide	15	3	3
Public violence	1	0	0
Crimen injuria	22	25	1
Neglect and ill-treatment of children	1	0	0
Kidnapping	1	2	1
TOTAL	2274	716	148

5.1.5 COMMUNITY DEVELOPMENT: VULNERABLE GROUPS YOUTH DEVELOPMENT

Through its Social Programmes Section within the Office of the Municipal manager, Endumeni Municipality has the responsibility of co-ordinating the development and promotion of youth development initiatives, establishment of youth desk and youth structures and implementation of procedures, reporting and upliftment of youth programmes.

DEVELOPMENT OF PEOPLE WITH DISABILITIES

The number of people living with disabilities is estimated at 2 677 which accounts for 4% of the total population. The municipality has adopted policies and practices to ensure that these residents are not excluded from any development initiatives that are championed by council.

These include the unbiased employment and recruitment procedures as well as the supply chain management systems. The recently reviewed Employment Equity Plan (EEP) of the Municipality is one of the major tools to ensure that the needs of this sector of the community are accordingly provided. Institutionally, the Municipality does have dedicated personnel as well as dedicated programmes targeting people living with various disabilities.

DEVELOPMENT OF THE ELDERLY

There are two programmes that the municipality undertakes on an annual basis for the development of elderly which are Maiden Camp and Golden Games.

DEVELOPMENT OF WOMEN

According to the demographical data, Endumeni has more females (33 225 which amounts to 51% of the total population) than males. Endumeni Municipality places a very strong emphasis on the employment of women within both the public and private sector.

PEOPLE AFFECTED BY CRIME, HIV/ AIDS AND DRUGS

Endumeni has the highest percentage of HIV+ people, which was 16.49% of the population in 2007. The percentage of AIDS related deaths stood at 61.19% in 2007. The crime statistics also suggests that there are 3138 people affected by criminal activities and 411 affected by drugs.

EARLY CHILDHOOD DEVELOPMENT

The Endumeni Municipality has the responsibility to take care of the children that are still attending the crèches. We give them support in terms of equipment (educational, recreational and sporting). We work hand in hand with the Department of Sport and Recreation, Social Development and Department of Education as the Non-Governmental Organisations that has the responsibility in ensuring that the Early Childhood Development programmes are implemented.

There is also a structure that is aiming at promoting and advocating a culture of children's rights through co-ordinating and effectively monitoring and evaluating the realization of the child's right to survival, development, protection and participation.

LOCAL AIDS COUNCIL

The establishment of a Local Aids Council on the 23rd October 2008 greatly assisted in the Endumeni Council's endeavours in regard to having a unified approach which has become particularly evident in the planning of Endumeni Aids Awareness events. The Endumeni Aids

Awareness Events began in 2002 with one event held annually to coincide with World Aids Day. These commenced with the first two in Dundee and then circulated to Glencoe, Wasbank, Sibongile and Sithembile. In 2008 however, the Endumeni Council decided that smaller events need to be held during the year to reach out to communities on the outskirts and rural areas of Endumeni. On an average, three events were held within a financial year.

In the 2017/18 financial year, the municipality will continue to be working closely with Umzinyathi District Municipality. That will eliminate the duplication of awareness's to be held with the Endumeni Local Municipal area. In Umzinyathi District Municipality, the HIV/AIDS infection rate for 2005 was 23% (Monitor Group, 2006) which is lower than the national average of 27.9% and significantly lower than the 37.5% average for the province of Kwazulu-Natal. The province has the highest HIV prevalence rate in South Africa. According to KZN Department of Health, April-November 2015 data on HIV/AIDS prevalence Endumeni Local Municipality has HIV prevalence of 10.1% which is relatively high than the other local municipalities.

The municipality will be working together with the Department of Health and the District municipality to mitigate the increase of HIV/AIDS within our District. This can be done through IGR structures, sharing of information, awarenesses and alignment.

NB: Generally it is worth mentioning that all there are dedicated programmes and activities targeting various vulnerable groups of society in line with the National Development Plan and Provincial Growth and Development Strategy and other policy guidelines at all levels, however Endumeni Local Municipality equally believes and implement the principle of mainstreaming and inclusivity. What this means is that as far as possible the strategic objectives for the development and support of the vulnerable groups are mainstreamed across all programmes and interventions. This is very key to ensuring that although they require dedicated support in order to address the imbalances of the past, but similarly the target audience should not feel excluded from the society but must be treated equally to all other members of society.

5.1.6 SOCIAL DEVELOPMENT: SWOT ANALYSIS

STRENGHTS	WEAKNESSES
Facilities for safety and security are fairly spread amongst all three urban areas. Programmes for Nation Building and Social Cohesion are successfully championed by Endumeni Municipality	Public Facilities (Education & Health) are mainly clustered within the urban centres Crime levels are high Low levels of education
OPPORTUNITIES	**THREATS**
The provincial programmes for youth, women and children can be successfully piloted within Endumeni	The increase in crime would further discourage investments.

Umzinyathi agency which facilitate Local economic Development	Slow growth on Local Economic
Development Agency as the key driver of economic development.	Lack of LED profiles to attract investors.
Historical sites form part of the rich history and heritage of the area.	Lack alignment with neighbouring municipalities
Economic activities extending from retail trade, tourism and farming.	Lack of access to land for housing/ownership, business which leads to urban sprawl.
Dundee is a centre from which tourism, based on the cultural heritage of the Zulu Kingdom and "Battlefields",	Illegal connection

6 KPA FINANCIAL VIABILITY AND MANAGEMENT

6.1 CAPITAL FUNDING EXPENDITURE TO ADDRESS SERVICE DELIVERY

The Budget for 2020/21 financial year has been prepared, aligned and integrated into the 2019/20 IDP Review. The budget below also contains indicative figures for 2019/20 and 2020/21 and revised budget for 2018/19

- The municipal income for 2018/19 was R **377 459 652** and it has decreased to **R 338 153 618** for 2019/20 financial year.
- The expenditure for 2018/19 was R **341 564 373** and it will be increased to **R 332 132 087** for 2019/20 financial year, in line with the projected municipal income.
- The budget for capital projects for 2018/19 was **R 39 825 900** and it has decreased to R **23 058 686** for 2019/20.

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6.2 CAPACITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

MIG & Energy Efficiency Grant funding has been made available for the execution of capital projects. MIG & INEP grants were not fully spent in 2018/19 financial year due to the instability in the municipality which affected the operations.

6.2 INDIGENT SUPPORT

The indigent policy and register of the municipality are updated on an annual basis, the municipality provides support to indigent households through refuse, rates and electricity based on set criteria, and once the household is approved as indigent. The current Indigent register was implemented as from the 1st July 2019. New applications for the 2020/21 financial year are currently being accepted by the municipality. There are currently 2424 indigent households, and the breakdown in terms of ward is as follows:

WARDS	NO
1	6
2	506
3	764
4	244
5	574
6	262
7	68
TOTAL	**2424**

6.3 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

The challenge facing the municipality is to successfully turn around the current declining cash position and to build a sustainable municipality for the future; Revenue enhancement was developed and approved by Council in phases. The municipality has implemented the strategy through amnesty process on electricity theft and further appointed a company auditing meters. However, more avenues must be explored to curb the electricity theft. The municipality also embarked on re-registration of indigents which was not undertaken for the past years and the number of registered applicants increased.

This led to indigent debt write-off amounting to more than R18,000,000.00. The debt relief programme of debt concessions is currently underway until the end of June 2019 whereupon

the customers enter into arrangement with the municipality and the municipality waives the penalties, interest and collection fees provided that the current account is kept up to date. The municipality procured the ITC system to strengthen controls in data verification and ascertaining affordability status of customers. The training of internal staff directly involved on the debt management cycle was conducted.

6.4 MUNICIPAL CONSUMER DEBT POSITION

The non-payment for municipal services adversely affects the cash flow situation. There is a significant loss of electricity revenue from theft of electricity and distribution losses. The bottom line is that if every consumer regularly pays for the services rendered the municipality will improve on service delivery, increase maintenance of existing infrastructure and the provision of additional amenities. Ward councillors and members of ward committees must play a significant role in creating community awareness of the impact of the practices of theft and non-payment of rates and services and contribute to the accessibility to the areas by council's audit teams.

6.5 GRANTS AND SUBSIDIES

Operational grants make up 20% of the budgeted revenue for 2019/20. This indicates that the municipality is not grant dependent. Grants received for capital expenditure are spent in accordance with the grant conditions.

The following table presents a stream of grants that the municipality will receive from national treasury between 2019/20 – 2021/22 financial years.

Grant Description	2019/20	2020/21	2021/22
Equitable Share	46 228 000	50 969 000	55 616 000
Municipal Infrastructure Grant	15 210 000	15 137 000	16 087 000
INEP	7 000 000	0	9 000 000
Finance Management Grant	2 235 000	2 200 000	2 200 000
Expanded Public Works Programme	1 400 000	1 335 000	0
Energy Efficiency Grant	0	4 000 000	0

6.1 MUNICIPAL INFRASTRUCTURE ASSESTS AND MAINTENANCE

The municipality has developed an Operations and Maintenance Infrastructure Sector Plan that formulates a rational basis upon which infrastructure assets can be repaired and maintained planned. This plan also guides the municipality in the roll out of its assets to the greater population of Endumeni Local Municipality and offers avenues that the municipality can utilize in exploring various funding streams. Endumeni municipality has procured its own yellow plant machinery that will help with the maintenance of the gravel roads, as they constitute more than 60% of municipal infrastructure assets.

The Municipality has budgeted 3% of its property, plant and equipment for maintenance and repairs. In the determination of the 3% labour and overhead costs were excluded. Due to financial constraints the municipality is unable to budget for repairs and maintenance at 8% which is a minimum acceptable rate.

In terms of the acquisition of new service delivery Assets, the municipality relies on the five (5) year strategic plan of the municipality known as the IDP. Then utilize the SDBIP for annual review of such.

6.2 CURRENT AND PLANNED BORROWINGS

In terms of the new loans taken out by the municipality. The DBSA loans are all paid off. The last redemption was paid in March 2019.

6.8 REMUNERATION TO TOTAL EXPENDITURE

Total budget for salaries (Employee Related Cost + Councillors Allowance) is R139 170 000.00 which is 41% of the total expenditure budget of R342 928 000.00.

MUNICIPALITIES CREDIT RATING: AUDITOR-GENERAL'S OPINION

2017/18	2018/19	2019/20
Unqualified with other matters	**Unqualified with other matters**	**Not yet assessed**

6.9 SUPPLY CHAIN MANAGEMENT

The Municipality has a fully functional Supply Chain Management Unit and all SCM policies and procedures are in place and being implemented accordingly.

SCM POLICY

The municipality had adopted and implemented the supply chain management policy as per s111 & 112 of the MFMA and it is reviewed annually is appended as **Annexure A**.

ESTABLISHMENT OF SCM UNIT

The municipality has established the supply chain management unit to implement the SCM policy, but it is not fully functioning, more staff is needed.

APPOINTMENT OF BID COMMITTEES

Bid committees were established as per SCM Regulation and are fully functioning

SCM REPORTING

Reports on supply chain management implementation are submitted monthly and quarterly to relevant portfolio committees.

AGE ANALYSIS OF CONSUMER DEBT

The municipality has an age analysis, reasons for constrained collections is due to: Deceased estates:

- Executors are not appointed to finalize the matters of the Deceased.
- Government debt: Human Settlements and Land Reform have not paid their outstanding Rates.
- Meetings have been held with the respective departments.
- Unemployment and low income.
- Culture of non-payment and tampering of electricity meters still very strong

6.10 STATUS OF THE MUNICIPAL RISK MANAGEMENT COMMITTEE

The municipality has a functional Risk Committee. The members of the Risk Committee are Top Manco & the Chairperson is the Municipal Manager. However, the municipality will be re-employing a Risk Officer during the 2019/20 financial year as per Performance Audit Committee Chairperson Recommendations.

In terms of s62(1)I(i) of the Municipal Finance Management Act No. 56 of 2003, the municipality must have and maintain an effective, efficient and transparent system. For financial and risk management and internal control. The Endumeni Local Municipality has identified 37 risk factors within the municipality mainly in the below sections:

- Disaster recovery, Business continuity risk Financial risk
- Cultural risks
- Technological and Systems risk Strategic and Service Delivery risk Health and Safety security risks Process operational risks
- Social risks
- Human resources risk

Progress is noted in some of the risk areas identified however according to the risk register the addressing all the issues will be achieved in the 2019/20 financial year. The municipality maintains a risk register that is updated on a regular basis. The issue of risk Management remains a standing item in the following committees

- MANCO
- Extended Management Meeting
- Audit Committee
- Performance Audit Committee

The table below shows the members of the Endumeni Risk Committee:

NAME OF MEMBER	DESIGNATION	GENDER
Mr. SD MBHELE	MUNICIPAL MANAGER	Male
Ms M MBATHA	PMU MANAGER	Female
Mr PP NTOMBELA	DISASTER MANAGER	Male

Mr Z MNDAWENI	ENVIROMENTAL AND WASTE MANAGER	Male
Mr T QWABE	LEGAL MANAGER	Male
MR MASONDO	REVENUE MANAGER	MALE
MS N ZULU	SCM MANAGER	FEMALE
VACANT	INTERNAL AUDITOR	FEMALE
MR S NDIMA	AMINISTRATION MANAGER	MALE

The Internal Auditor position has been advertised is going to be filled in the 2020/21 financial year.

6.11 MUNICIPAL FINANCE VIABILITY AND MANAGEMENT ANALYSIS

Strengths	Weaknesses
3-year financial plan	IT internal Controls
3-year investment plan	Loss of Revenue through Energy Theft
Liquidity position of Council (at least 2 months)	Debt collection from government farms
GRAP compliant	Capacity constraints – asset management
91% of collection rate	
Funding of grant in aid	
Fully compliant with MFMA/ Supply Chain Regulations	
A Council adopted Procurement Plan	
OPPORTUNITIES	**THREATS**
INCREASE REVENUE	Electricity Theft
Development of incentives Schemes in the ne financial year	
Identification of Child Headed Households	

7 KPA: GOOD GOVERNACE AND PUBLIC PARTICIPATION ANALYSIS

7.1 BACKGROUND

Good Governance is described as "involving fairness, accountability, responsibility and transparency on a foundation of intellectual honesty". Good governance encourages municipal representatives and officials to collaborate with their communities in order to fulfil their needs in a more efficient manner and accountability. The participation of the public in all IDP processes forms the indispensable and integral part of the process and ensures identification with the final product.

7.1.1 2019/20 IDP REVIEW MEC COMMENTS

The 2019/20 IDP Review was submitted to the Department of Co-operative Governance and Traditional Affairs for commenting purposes as required by Chapter 5, Section 25 of the Municipal Systems Act. The Department of Co-operative Governance and Traditional Affairs has submitted comments on the 2019/20 IDP Review to the municipality to serve as a base for the development of the 2020/21 IDP, comments pertaining to the municipal IDP were received, and the municipality developed an action plan to address the comments, and is structured as attached in Section C no. 1.

7.1.2 BATHO PELE PRINCIPLES

BP as a concept was officially pronounced by Government in 1997 as an initiative to get public servants to be service oriented or customer focused, to strive for excellence in service delivery and to commit to continuous service delivery improvement. BP was designed as a transparent mechanism to allow customers to hold public servants/ officials accountable for the type of services they deliver.

The White Paper on Transforming Public Service Delivery (1997) provides direction on how service should be rendered informed and guided by the sixteen principles. The Endumeni Municipality has resolved to appoint a designated Batho Pele Coordinator with the aim of ensuring implementation of BP principles is reflected in organisational strategic, operational, budgetary and Service Delivery Improvement Plans. Also to ensure that regular monitoring and evaluation of progress with regards to all BP initiatives through regular reporting is achieved.

Following are the Batho Pele Principles that Endumeni Municipality's administrative and political structures strive to achieve when delivering services to the people:

Batho Pele Principles: -

- **Consultation:** we can only assume to know what our customers want. The only way we can find out for certain is by asking them. This can be done through surveys, questionnaires, meetings, suggestion boxes, izimbizo and by talking to our customers. It's important to report back to customers so they know what to expect, and to our staff so they know what is expected from us.
- **Service Standards**: Citizens should be told about the level and quality of the services they receive. If possible they should be given an opportunity to choose the service they want.
- The standards we set are the tools we can use to measure our performance, and therefore need to be realistic depending on available resources. We should also be able to measure these standards so that everyone can see if they are being met.
- **Access**: There is much more involved when referring to access. It means making it easy for our customers to benefit from the services we provide. Easy access can be made possible by: -having wheelchair ramps, disabled parking bays, taking our services out to the community. Staff attitude may determine how approachable your component/directorate/department is.
- **Courtesy:** We must be polite and friendly to our customers. Customers should be treated with respect and consideration. We must always be willing to assist. Telephone etiquette is vital. All our correspondence must be respectful.
- **Information**: Citizens should be given full accurate information about the public services they are entitled to receive. Information is about reaching all our customers to make sure they are well informed about the services our department provides. This may be done in a number of ways-for example through newspapers, radio, posters and leaflets. It's important to remember that different customers have different needs and they do not all speak the same language.
- **Openness and Transparency**: We should be open about our day to day activities, how much our departments receive, how that money is spent. This information should be available to the public. Annual reports, strategic plans, service commitment charters, etc must be made available to the publi
- We should tell our customers where to complain and how to *do it*.
- **Redress:** Redress is making it easy for people to tell us if they are unhappy with our service. We should train staff to deal with complaints in a friendly, helpful manner.
- An apology, full explanation and effective, speedy remedy should be offered when the promised standards of service have not been delivered.
- When complaints are made, we must give our customers a sympathetic ear. Have positive Reponses to complaints.
- **Value for Money**: We need to make the best use of available resources. Avoid wastage of time, money, and other resources. It also means eliminating waste, fraud and corruption and finding new ways of improving services at little or no cost;

- **Encouraging Innovation and Rewarding Excellence:** Innovation: using new ways of doing things Encourage partnerships with different sectors in order to improve service delivery. Rewarding Excellence is also about rewarding the staff who "go the extra mile" in making it all happen.
- **Customer Impact**: If we put all the Batho Pele Principles into practice, we then increase the chances of improvement in our service delivery. This in turn will have a positive impact on our customers. It is about how the nine principles link together to show how we have improved our overall service delivery. Here we look at the benefits we have given to our customers both internally and externally.
- **Leadership and Strategic Direction**: Our leaders must create an atmosphere which allows for creativity. Management must ensure that goals are set and that planning is done.

7.1.3 BATHO PELE POLICY AND PROCEDURE MANUAL

The Endumeni municipality is the process of developing its very own custom made Batho Pele Policy. The aim of the policy is to outline what makes an organization effective in delivering services to the public, and in so doing comply with the principles of Batho Pele. It will also serve as a comprehensive and systematic process to manage the implementation of Batho Pele Principles. The policy proposed is an adaptation of a model or set of principles of how client centred organizations are run and what makes them successful, based on findings of studying service delivery to the public. The policy will further enable the municipality to be Batho Pele compliant and infused with reinforcing values, norms and beliefs strongly focused on the public and beneficiaries of their (the departments') services. This culture ensures that the concerns of the public and their needs are at the heart of all key decisions, actions and communications in the departments. The municipality will have adopted the final Batho Pele policy by 30 June 2020 together with the Final 2020/21IDP.

7.1.4 BATHO SERVICE DELIVERY CHARTER

The municipality has recently developed a service delivery charter that describes the general mandate and responsibilities of the Municipality of Endumeni. The services provided by the municipality have been prioritized as the requirements of a standard service delivery charter. The public has been involved notices on the local newspaper and furthermore through war rooms, engagements occur at all levels. Powers and functions of the municipality are clearly defined, and the standards are linked to Objectives & strategies of the municipality. Standards have been developed in a SMART manner that can enable performance against the standards to be easily measured and reported on. The municipal standards are clear in terms of timelines and awareness's will be conducted in order to familiarize the community about them.

7.1.5 SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

The municipality will be developing a Service Delivery Improvement Plan in line with its constitutional mandate. The SDIP will outline the current baseline of the municipality; where do

our citizens want us to be, and furthermore addresses how do we get there. Key services that require improvement will be identified and the SDIP will be developed on those findings.

7.2 OPERATION SUKUMA SAKHE

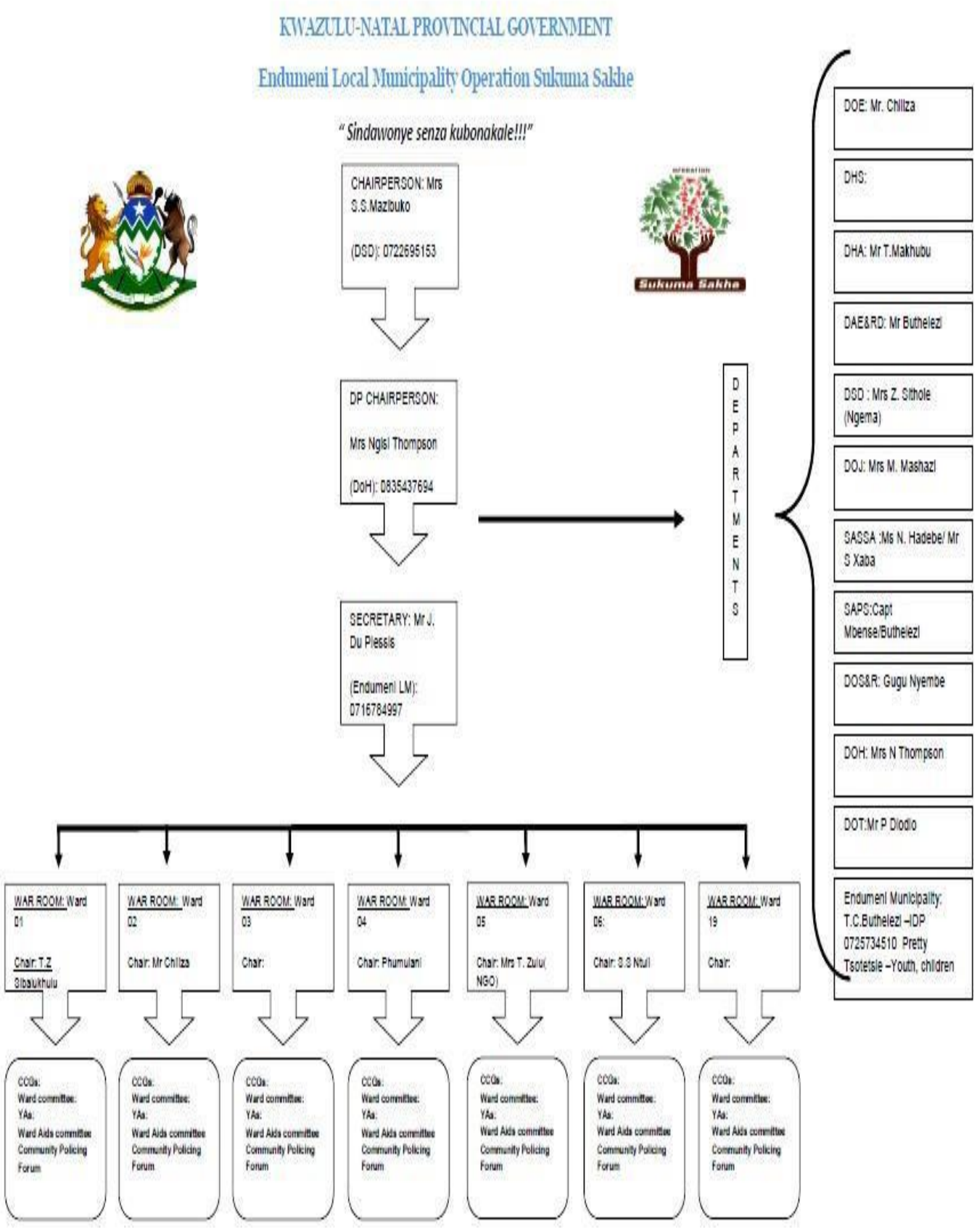
The main aim of Operation Sukuma Sakhe / War on Poverty campaign is to reach out to more poverty stricken communities, with the intention of making maximum impact on those communities in the shortest possible way, and also to ensure that communities including the private and the public sector join forces to fight against poverty.

The Operation Sukuma Sakhe programme is the new approach of how government and its social partners would fight poverty. Endumeni has a designated OSS champion who regular visits war rooms in all municipal wards together with the IGR personnel ensuring the needs of the people are addressed.

7.2.1 FORMATION OF THE ENDUMENI LOCAL TASK TEAM: FLAGSHIP PROGRAMS

During May 2010, the Endumeni Local Task Team was formed with Mrs S S Mazibuko of The Department of Social Development – Dundee and Mr J A du Plessis of the Endumeni Local Municipality as the Secretariat of the Task team. At present there are 35 registered members consisting of Departmental Officials and other organisations. These members are basically also the members of the Endumeni Aids Council, the difference being that the Local Aids Council is chaired by the Mayor of Endumeni with relevant Councillors forming the Executive membership thereof.

The programs from the Office of the Premier administered by the Local Task Team were known as "Flagship Programs" but have recently been changed to "Operation Sukuma Sakhe", meaning Rise up & Build. Although these programs are aimed at Poverty Alleviation they cannot be separated from HIV/AIDS infections as it is a well-known fact that poverty leads to malnutrition which compromises the human immune systems. The Local Task Team meets every first Thursday of the new month and the below figure shows it structure.


KWAZULU-NATAL PROVINCIAL GOVERNMENT
Endumeni Local Municipality Operation Sukuma Sakhe
" Sindawonye senza kubonakale!!!"
CHAIRPERSON: Mrs S.S.Mazibuko
(DSD): 0722695153
Sukuma Sakhe
DP CHAIRPERSON:
Mrs Ngisi Thompson
(DoH): 0835437694
SECRETARY: Mr J. Du Plessis
(Endumeni LM): 0716784997
D E P A R T M E N T S
DOE: Mr. Chiliza
DHS:
DHA: Mr T.Makhubu
DAE&RD: Mr Buthelezi
DSD : Mrs Z. Sithole (Ngema)
DOJ: Mrs M. Mashazi
SASSA :Ms N. Hadebe/ Mr S Xaba
SAPS:Capt Mbense/Buthelezi
DOS&R: Gugu Nyembe
DOH: Mrs N Thompson
DOT:Mr P Diodlo
Endumeni Municipality: T.C.Buthelezi –IDP 0725734510 Pretty Tsotetsi –Youth, children
WAR ROOM: Ward 01
Chair: T.Z Sibaukhulu
WAR ROOM: Ward 02
Chair: Mr Chiliza
WAR ROOM: Ward 03
Chair:
WAR ROOM: Ward 04
Chair: Phumulani
WAR ROOM: Ward 05
Chair: Mrs T. Zulu(NGO)
WAR ROOM: Ward 06:
Chair: S.S Ntuli
WAR ROOM: Ward 19
Chair:
CCGs:
Ward committee:
YAs:
Ward Aids committee
Community Policing Forum

7.2.2 IDP ALIGNMENT TO OPERATION SUKUMA SAKHE (OSS)

The Endumeni Local Municipality's together with the Endumeni Local Task Team under the banner of OSS decided to align their operations after the District OSS meeting held on the 27th September 2016 at Month Hall, Dundee. The below generated formula is yet to be presented to the District OSS Forum for adoption as it was also supported by the Local Task Teams of Nquthu and Msinga.

7.2.3 BACKLOGS

Backlogs are a shared burden of the municipality and sector departments, regardless of the profiling done at ward war room level. Therefore, the shared eradicating programmes/projects should be classified according to immediate/ short term/ medium term and long term.

Therefore long & medium term programmes/projects should be those featured in the IDP and short term to immediate should be seen as "operational". Therefore, to be reported on the IDP as past financial year activities of the OSS since they can be predicted or planned for.

7.2.4 SERVICE DELIVERY

A Local Strategic Action Plan is therefore needed in order to action and monitor the work done under the banner of OSS. This will help in clearing the confusion in the Powers & Functions of the Municipality vs Sector Departments, and that of the two conflicting financial year structure. Both Municipality and Departments are to generate projects by the end of November. Therefore OSS profiling and IDP "Ward to Ward"

public engagements must be done in order to inform departmental projects/budgets before end of October. This will help the Local Strategic Action Plan to have financial commitments from the municipality and sector departments.

7.2.5 CHALLENGES AND SUCCSSES OF WAR- ROOMS SCHEDULED DATES FOR WAR ROOM SITTINGS

Table: Unless advised otherwise well in advance the meetings of the various war rooms shall be take place as per the recommended schedule:

Ward Name	*Place*	*Dates*
Ward 1	Was bank municipal office	Every Wednesday per week @ 11h00
Ward 2	Ext 18 Container	Every Tuesdays per week @ 11h00
Ward 3	Sithembile community Hall	Every Thursday per week@ 11h00
Ward 4	Sibongile old Admin building	Every Friday per week @12h00
Ward 5	Anglican church (Sibongile)	Every Wednesday per week @ 10h00
Ward 6	Mackenzie Hall	Every Wednesday per week @ 10h00
Ward 7	Glencoe Town Hall	Second Wednesday of every month @ 10h00

7.2.6 WAR ROOM FUNCTIONALITY

All 7 wards are functional. The war room are operating under the supervision of ward councillors as Ward champions and ward war rooms structure. The issues reported by community into war rooms may be referred to relevant stakeholders including the municipality and to the top structure which is Endumeni Local Task team. The most common issues reported during war room meetings in no order of importance includes among others the following:

- Housing issues in all wards Electricity Theft
- Drainage system in all areas which cause flooding in most households Access to Grant-In-Aids and all social ills
- Lack of Access to Job opportunities Sanitation Services (i.e.Toilets) Access to Water
- Disaster issues
- Lack of Access to Waste Management Services Social relief
- Pauper burials Municipal services
- Inconsistent attendance by certain Sector Departments and Municipal Officials at war room meetings Lack of operating Furniture and stationery in some of the War Rooms
- Delays by certain stakeholders in resolving reported challenges and issues

The operation Sukuma Sakhe/LTT sit once every first Tuesday of the month and the structure is operating under the superior of Executive Mayor as a Champion and it has its own structure. The purpose for the structure to sit is tackle all issues reported through war rooms or ward councillors, if the LTT does not get joy on issue referred it to the principal structure. Operation

Sukuma sakhe /LTT must work hand with Local municipality because it is fulfilling the needs for communities of that particular LM.

7.2.7 OSS PROGRAMS ON PIPELINE

- Operation mbo in all 7 wards
- Ward profiling/ households profiling
- Isibaya Samadoda campaigns in all Wards to deal with GBV issues
- School uniforms donations Awareness campaigns
- Clean-up campaigns at all angles

7.2.8 EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

Endumeni Local Municipality is also committed in training and developing communities through the EPWP programme, thereby promoting economic growth and creating sustainable development. 25% of the MIG projects to be undertaken by the municipality are EPWP compliant. The municipality during the 2018/19 Financial year, has appointed 65 people through the EPWP programme. The Department of Cooperative governance and Traditional Affairs has nominated Endumeni Local Municipality to implement the Community Work Programme in the 2018/19 Financial Year. It is a National funded programme implemented by municipalities. The programme is community driven through partnerships between community, government and civil society. The CWP programme falls under the umbrella programme EPWP in the Non-state sector as public employment programme. The municipality will recruit 450 participants to form part of the programme, and in line with the guiding principles and policies of the programme.

Generally, the programme is progressing according to plan and is indeed beneficiary to the Municipality and the benefitting community members especially those from the vulnerable groups of society, i.e. Women, Youth, Aged, People Living with Disabilities; etc….

7.2.9 BACK TO BASICS PROGRAMME (B2B)

The Endumeni Local municipality is reporting on monthly basis to National Cooperative Governance and Traditional Affairs regarding back to basics. The municipality reports on a quarterly basis to the Provincial Cooperative Governance and Traditional Affairs. The feedback received has been between 62% and the reason for this constant position in the district is due to the ward functionality and the challenge in filling the critical posts for the municipality. The Municipality is working with Provincial specialists to improve on the issues that put the municipality in a challenged positioned. The reporting is based on the below mentioned pillars.

7.3 FIVE PILLARS OF BACK TO BASICS IMPLEMENTATION

- Pillar 1 – Putting People First and Engaging with Communities
- Pillar 2 – Delivering Basic Services
- Pillar 3 – Good Governance a

- Pillar 4 – Sound Financial Management
- Pillar 5 – Building Capabilities
-

7.3.1 THE INTERGOVERMENTAL RELATIONS (IGR) FUNCTIONALITY REPORT

The Constitution of South Africa sets the rules for how government works. There are three spheres of government in South Africa:

- National government
- Provincial government
- Local government

The spheres of government are autonomous and should not be seen as hierarchical. The Constitution says: The spheres of government are distinctive, inter-related and inter-dependent. At the same time they all operate according to the Constitution and laws and policies made by national Parliament.

The government machinery is made up of three parts:

- The elected members (legislatures) – who represent the public, approve policies and laws and monitor the work of the executive and departments.
- The Cabinet or Executive committee (executive)– who co-ordinate the making of policies and laws and oversee implementation by the government departments
- The departments and public servants – who are responsible for doing the work of government and account to the Executive Provincial Inter-Governmental Structures

The Premier in each province is responsible for coordinating relationships between national, provincial and local government in the province. A Premier's Inter-Governmental Forum (PIF) consists of the Premier, the local government MEC, other MECs, Metro and District Mayors and other Mayors where necessary. The PIF meets regularly and consults on broad development in the province, as well as on the implementation of national and provincial policy and legislation. It also seeks to coordinate the alignment of provincial and municipal development planning and strategic planning. The PIF reports through the Premier to the PCC. PIF meetings are usually preceded by PAF (Provincial Advisory Forum) meetings where provincial heads of departments meet with all municipal managers

The municipality actively participates in the above-mentioned forums.

Endumeni Local Municipality has since appointed dedicated IGR personnel; the appointed official will ensure the participation of relevant officials in various district and provincial level IGR structures as and when required to attend. Among the various IGR Structures the following can be mentioned:

- The Premiers Coordination Forum the Provincial IDP Forum
- The Provincial SPLUMA Forum the Provincial LED Forum
- The District Mayoral Forum
- The District Speakers Forum

- The District Municipal Managers Forum
- The District Planning & Economic Development Forum the District CFO's Forum
- The District IDP Representative Forum the District OSS Task Team
- The District and Local AIDS Council
- District Technical Performance Management Systems Advisory Forum

The above forums have been able to sort out intergovernmental issues at record time due to their functionality. One can then make an example out of the due payment contributions to the District for the functioning of the District's Development Planning Shared Services utilised by all LMs.

7.3.2 MUNICIPAL STRUCTURES

The Endumeni Municipality appoints representatives to its political structures and external bodies after completion of each municipal election and representations to such Committees and external bodies are listed as follows:

7.3.3 ENDUMENI COUNCIL

Endumeni Local Municipality is made out of Thirteen (13) Councillors from the seven (6) Municipal wars with (1) vacancy. The Members of Endumeni Council are as follows:

- SPEAKER, CLLR L.T KHUMALO – CHAIRPERSON OF THE COUNCIL
- HIS WORSHIP MAYOR CLLR SB MDLULI– CHAIRPERSON OF THE EXECUTIVE
- DEPUTY MAYOR CLLR.M I NKOSI
- COMMITTEE (EXCO) CLLR.A S NDLOVU: MEMBER OF EXCO
- CLLR MH XABA: CHAIRPERSON OF MPAC
- CLLR, A. RAUNEHEIMER
- CLLR. S. ZWANE
- CLLR. T. MAKABA
- CLLR NE KHANYILE

7.3.4 EXECUTIVE COMMITTEE (EXCO)

As per delegation by Endumeni Municipal Council the Executive Committee (EXCO) comprises of the following Councillors with 1 vacancy to be filled:

- HIS WORSHIP MAYOR CLLR SB MDLULI – CHAIRPERSON OF THE EXECUTIVE COMMITTEE (EXCO)
- CLLR, AS NDLOVU

7.3.5 PORTFOLIO COMMITTEES

The municipality has properly constituted all necessary portfolio committees. These committees are functional and are actively involved in monitoring and evaluating progress of projects. All projects that are undertaken in the municipality are presented to the portfolio committees for comments and inputs before proceeding to the next phase / level. In this way, the political structure is well-informed on what is happening on project implementation. The portfolio committees are proportionally represented.

Portfolio Committee	Name of Portfolio Chair	Gender
Finance Committee	CLLR SB MDLULI	Male
Technical Services	CLLR SB MDLULI	Male
Corporate Services	CLLR MI NKOSI	Male
Planning & Economic Development Services	CLLR AS NDLOVU	Male
Finance Committee	CLLR SB MDLULI	Male

7.3.6 LABOUR FORUM

The Labour Forum is fully functional its members re as follows:

- CLLR MH XABA
- CLLR B KHAN
- Cllr. CJ Carlse

7.3.7 THE IDP ORIENTED STRUCTURES WARD COMMITTESS

Endumeni Municipality has elected Ward Committees in all the 7 wards in the municipality are fully functional and active in all development issues affecting their wards and the municipal area at large, however there has been a challenge with sectorial reports submissions and the interventions from the office of the speaker through public participation unit has been required, These structures are in continuous contact with the community at the ward levels and all issues raised in the meetings are conveyed to the council for consideration. These committees receive ongoing training. The Ward Committees accounts for the work they do via their Ward Councillors to the Office of the Speaker of the Municipality where they are required to submit regular monthly functional reports.

7.3.8 IDP REPRESENTATIVE FORUMS (RF FORUM)

Chapter 5 of the Municipal Systems Act (Act 32 of 2000) dictates that every municipality must prepare an IDP and that, the IDP must include representation from members of the community. Endumeni Municipality has established the IDP Representative Forum that represents the interests of all residents in the IDP process.

The IDP Representative Forum comprises of government departments, NGO's that are active in a range of issues, Corporate Service Providers and all other structures that exists within the community. The municipality will continuously identify the groups and ensuring their representation in the IDP Representative Forum. For example, each meeting of the Representative Forum is advertised on local paper, invitations are also delivered using door-to- door in the most accessible addresses, through posters and announcement in social meetings.

In order to ensure maximum participation in the Representative Forum (Rep Forum) meetings from members of the public, representatives and relevant government officials, Rep Forum meetings are to be scheduled as and when required during the key stages of the IDP Process to ensure focused and meaningful contributions by participants

The first Rep Forum meeting was planned in alignment with the Umzinyathi District, unfortunately the first meeting was never convened due to the Challenges at the District municipality. The Municipality held its REP forum to finalize on issues outstanding from the draft 2020/21 IDP.

Resolution from the meeting for the next financial year is to hold these sessions four (4) times a year and have the terms of reference circulated to each and every stakeholder for a proper functionality.

7.3.9 IDP & BUDGET STEERING COMMITTEE

As part of the IDP preparation process, the IDP/Budget Steering Committee chaired by the Mayor acts as a support to the IDP Representative Forum, the Municipal Manager and the IDP Coordinator/ Manager. This structure will continue functioning throughout the process.

The committee facilitates the participation of the management and other senior officials of municipality in the process. The committee also ensures efficient alignment and co-ordination between IDP projects and the budget to ensure that there is sufficient funding for the proposed projects. The functionality of this committee is to improve the IDP in various areas of expertise and some decisions made are based on its recommendations. The IDP/Budget Steering Committee was held on the 13th February 2020 to deliberate on the issues of Budget adjustment and 2020/21 IDP review

7.4 COMMUNICATION AND PUBLIC PARTICIPATION

The municipality undertakes communication and public participation interventions and activities in accordance with its developed and adopted Integrated Public Participation & Communication Strategy. The purpose was to ensure that there is increased synergy between both the Public Participation and Communication functions when engaging various stakeholders. Endumeni Local Municipality has a fully- fledged public participation and Communication's unit, and every effort has been made to ensure that the two interlinked units conduct their day to day business in an integrated fashion given the interconnectedness of their portfolios. At a very board level the Integrated Public Participation and Communication Plan aims to realize the following objectives:

- Improve communication with the local community as well as other organs of state within the local and provincial spheres of government;
- Enhance accountability, openness, transparency and responsive local government; and
- Inform the community of the activities and intentions of the municipality.

7.5 INTERNAL AUDIT COMMITTEE

The Internal Audit Charter as adopted by the Performance/Audit Committee regulates the work of the Internal Audit Activities. The Municipality has an approved structure of internal audit and it was outsourced to Umnotho Business Consulting cc. Endumeni Municipality has one employee responsible for the Internal Audit and is full time in the Municipality being responsible for the co-ordination of the work of the Internal Audit in the Municipality. As part of their mandate the out-sourced service provider is expected to transfer skills to the internal person and the progress in this regard is monitored by the Audit Committee (AUDCOM) and the Municipal Manager. In this regard the Municipality has accordingly appointed a full time Internal Auditor to spearhead al internal audit functions and also oversee the work undertaken by the contracted Internal Audit firm for the duration of their contract.

In terms of S62 I (ii) and S165 (1) of the MFMA each Municipality is required to have an Internal Audit Unit and S165 (3) allows the Municipality to co-source the internal audit function if the Municipality requires assistance to develop its internal capacity. The Internal Audit coverage plan was approved by the Performance/Audit Committee at its 1st quarter meeting for the 2017/18 financial year. The resolution taken from the 2018/19 Strategic Planning session is to do away with the Internal Audit Firm and establish the Internal Audit Unit for the municipality by appointment of the Manager in the 2018/19 financial year.

7.5.1 THE AUDIT COMMITTEE

The Endumeni Local Municipality has advertised for the new Audit committee members since the expiry of the contract for the Audit members in 30th of September 2016 and ongoing month to month contracts of the members. Endumeni municipality established an Audit Committee in accordance with section 166 of the Municipal Finance Management Act, no 56 of 2003. The role of the Audit Committee is to assist the Council and the Accounting Officer in fulfilling its oversight responsibilities with regard to the integrity of internal control and accounting function, internal auditing and external auditing and reporting practices of the municipality and other such duties as may be directed by the Council and Accounting officer, and in so doing shall Advise the municipal council, the political office-bearers, the accounting officer and the management and staff of the municipality on matters relating to :

- Internal Financial Control and Internal Audits;
- Risk Management;
- Accounting Policies;
- The adequacy, reliability and accuracy of financial reporting and information; and
- Performance Management;
- effective governance;
- compliance with the Municipal Finance Management Act , the annual Division of Revenue Act and any other applicable legislation; performance evaluation; and

- any other issues referred to it by the municipality.
- Review the annual financial statements to provide the council of the municipality with an authoritative and credible view of the financial position of the municipality, its efficiency and effectiveness and its overall level of compliance with the Municipal Finance Management Act, the annual Division of Revenue Act and any other applicable legislation;
- respond to the council on any issues raised by the Auditor-General in the Audit report;
- carry out such investigations into the financial affairs of the municipality as the council of the municipality may request; and perform such other functions as may be prescribed.

In performing its functions, an audit committee-

- Has access to the financial records and other relevant information of the municipality;
- Must liaise with-

The internal audit of the municipality; and the person designated by the Auditor General to audit the financial statements of the municipality.

The previous Audit Committee members were as follows and they served in both Audit committee matters and Performance Audit matters.

- Mr P Mawila Chairperson
- Mr Z Zulu Member
- Mr CI Narrandes Member

7.5.2 AUDIT CHARTER

The Endumeni Local Municipality has approved an Audit Charter. The purpose of the Audit Committee charter is to set out the status, authority, roles and responsibilities of the Audit Committee of the Municipality. The status, authority, roles and responsibilities are in accordance with section 166 of the Municipal Finance Management Act (MFMA), no 56 of 2003 read together with MFMA Circular 65 of 2012 as issued by National Treasury. Consideration has also been given to the recommendations contained in the King Report on Governance for South Africa 2009 (King III). This charter guides the Audit Committee in fulfilling its obligations.

The role of the Audit Committee is to assist the Endumeni Local Municipality in achieving its strategic goals and objectives, by helping to maintain effective internal controls, risk management, accurate financial reporting and corporate governance principles.

7.5.3 THE PERFORMANCE AUDIT COMMITTEE (PAC)

The Endumeni Municipality has established a Performance Audit Committee, which is separate from the Audit Committee. It's responsibility in terms of performance management are set out in the MFMA Regulations and framework.

The Municipal Performance Audit Committee does the following:

- Provide oversight on municipal programmes;
- Audit Reports;
- Audit risk assessment reports;
- Audit performance and all compliance issues
- Review the quarterly reports submitted to it by the internal audit unit;
- Review the municipality's PMS and make recommendations in this regard to the Council;

At least twice during a financial year submit a report to the Council

The contract for the members expired on the 27th of February 2018 and the municipality had advertised for the appointment of new members. Recruitment processes to be undertaken soon.

- Mr Z Zulu Chairperson
- Mr P Mawila Member
- Mr CI Narrandes Member

7.5.4 ENDUMENI INTERNAL POLICIES

Endumeni Municipality has developed and adopted the following policies/strategies. These strategies / policies govern developments / interventions in the municipal area. The table below reflects the list of adopted policies / strategies **& Bylaws:**

The following table indicates the stats of the Endumeni Municipality's Internal Plans and Policies:

Institutional Policies and Plans

POLICY/PLAN/ BYLAW	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Human Resource Placement Policy	Adopted & to be reviewed during 2018/2019	Implemented in first generation IDP phase. Placements completed	Executive Manager: Corporate	**30 June 2019**

Recruitment and Selection Policy	Adopted & to be reviewed during 2018/2019	Senior Management appointments must reflect the demographics of Endumeni and be	Municipal Manager and All Heads of Departments	**30 June 2019**
Employment Equity Plan	Adopted & to be reviewed during 2018/2019	Update Employment statistics submitted to Department of Labour by 1 October each year	Manager: Human Resource	**30 June 2019**
Workplace Skills Plan	Adopted & to be reviewed during 2018/2019	Workplace Skills Plan submitted to Department of Labour timeously by 30 June every year	Manager: Human Resource	**30 June 2019**
Skills Retention, Training and Career Pathing Policy	Adopted & to be reviewed during 2018/2019	Lack of implementation of training programmes due to non-appointments of SDF , however the post is not yet advertised	Senior Manager: Corporate Services and Manager: Human Resources	**30 June 2019**
Performance Management System Policy Framework	**Adopted & to be reviewed during 2018/2019**	**Performance Management to be extended to other levels of staff**	**All Heads of Departments**	**30 June 2019**

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Job Classification and Grading	Adopted & to be reviewed during 2018/201	Departments are busy crafting their job descriptions	All Heads of Departments and Manager:	**30 June 2019**
Remuneration Benefits	Adopted & to be reviewed during 2018/201	Unsuccessful salary negotiations results in strike action	Municipal Manager and All Heads of Departmen	**30 June 2019**
Conditions of Service	Adopted & to be reviewed during 2017/2018	New agreement signed by member parties of SALGBC	Executive Manager: Corporate Services	**30 June 2019**
Promotion, Demotion and Transfer Policy	Adopted & to be reviewed during 2017/2018	Implementation on an ongoing basis	All Heads of Departments and Manager: Human Resources	**30 June 2019**
HIV/Aids Education and Prevention Programme	Adopted & to be reviewed during 2017/2018	HIV/Aids Council meeting convened regularly who direct and plan all HIV/Aids campaigns and programmes	Senior Manager: Health Services	**30 June 2019**
Succession Plan	Adopted & to be reviewed during 2017/2018	Succession Planning programme for existing staff not yet completed	Senior Manager: Corporate Services and Manager:	**30 June 2019**

Sexual Harrassment Policy	Adopted & to be reviewed during 2017/2018	Delays in implementation of the charges must be expedited	Municipal Manager	**30 June 2019**
Phone and Cell Phone Policy	Adopted & to	Implemented and monitored on a	All Heads of Departments	**30 June 2019**

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
	be reviewed during 2017/2018	monthly basis		
Smoking Policy	Adopted & to be reviewed during 2017/2018	Adhered to	All Heads of Departments and Supervisors	**30 June 2019**
Election of Speaker, Mayor and Exco Committee Members	Adopted & to be reviewed during 2017/2018	Adopted	Municipal Manager	**30 June 2019**
Election of Ward Committee Members	Adopted & to be reviewed during 2017/2018	Adopted	Municipal Manager and Communications Manager	**30 June 2019**

Portfolio Committees	Adopted & to be reviewed during	Adopted	Municipal Manager	**August 2018**
Audit Committee	Adopted & to be reviewed during 2017/2018	Terms of Office of Current Audit Committee is expiring on the 30 August 2017 and the process to appoint the new committee has commenced	Municipal Manager	**30 August 2018**
Integrated Development Plan	**Adopted & to be reviewed during 2017/2018**	**Adopted**	**Executive Manager: Planning & Economic Development Services**	**30 June 2019**

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Informal Economy Management & Support Policy	Adopted & to be reviewed during 2017/2018	Adopted	Executive Manager: Planning & Economic Development Services	30 June 2019
Geographical Information Systems (GIS) Policy	None But is prioritized for 2017/2018	The Compilation and Adoption of the GIS Policy is prioritized for 2017/2018	Executive Manager: Planning & Economic Development Services	30 June 2019
By-Laws and Regulations	Adopted & to be reviewed during 2017/2018	Adopted	Manager: Legal Services	30 June 2019
Standing Rules of Order and Procedure	Adopted & to be reviewed during 2017/2018	Adopted	Municipal Manager	30 June 2019
System and Delegation	Adopted & to be reviewed during 2017/2018	Adopted	Municipal Manager	30 June 2019
IT Policy	Adopted & to be reviewed during 2017/2018	Adopted	Executive Manager: Corporate Services and Chief Financial	30 June 2019
Declaration of Interest by Councillors & Officials	Adopted & to be reviewed during 2017/2018	Adopted	Municipal Manager	30 June 2019

Tariff Policy	Adopted & to be reviewed	Adopted	Chief Financial Officer	30 June 2020

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
	during 2017/2018			
Supply Chain management	Adopted & to be reviewed during 2017/2018	Adopted	Chief Financial Officer	30 June 2019
Fleet Management/ Council Vehicl	Adopted & to be reviewed during 2017/2018	Adopted	Chief Financial Officer	30 June 2019
Indigent Policy	Adopted & to be reviewed during 2017/201	Renewal and revision annually	Chief Financial Officer	30 June 2019
Subsistence and Travelling Policy	Adopted & to be reviewed during 2017/2018	Revision as and when required	Chief Financial Officer	30 June 2019
Vehicle Use by Councillors	Adopted & to be reviewed during 2017/2018	Implemented	Municipal Manager	30 June 2019

Cash Management and Investment Policy	Adopted & to be reviewed during 2017/2018	Regular review of Investment performance	Chief Financial Officer	30 June 2019

7.5.5 MUNICIPAL RISK MANAGEMENT COMMITTEE

The municipality has a functional Risk Committee. The members of the Risk Committee are Top Manco & the Chairperson is the Municipal Manager. However, the municipality will be employing Risk personnel during the 2018/19 financial year as per Performance Audit Committee Chairperson Recommendations. In addition, the municipality will be appointing an independent Risk Management professional who will serve as the Chairperson of the Risk Management Committee in line with work of the Audit Committee.

In terms of s62(1)I(i) of the Municipal Finance Management Act No. 56 of 2003, the municipality must have and maintain an effective, efficient and transparent system. For financial and risk management and internal control. The Endumeni Local Municipality has identified 37 risk factors within the municipality mainly in the below sections:

- Disaster recovery, Business continuity risk Financial risk
- Cultural risks
- Technological and Systems risk Strategic and Service Delivery risk Health and Safety security risks Process operational risks
- Social risks
- Human resources risk
- Progress is noted in some of the risk areas identified however according to the risk register the addressing all of the issues will be achieved in the 2018/19 financial year. The municipality maintains a risk register that is updated on a regular basis. The issue of risk Management remains a standing item in the following committees:
- MANCO
- Extended Management Meeting Audit Committee
- Performance Audit Committee
- The municipality has an Anti-Fraud & Anti-corruption Strategy in place, to minimise risk and the members of the Risk Committee are all Heads of Departments and the Municipal Manager.

7.5.6 MUNICIPAL BID COMMITTEES

The municipality's Bid Committee is in place and functional. All tenders go through evaluation under the watchful eye of the bid committee. The committee comprises of members with independent minds and relevant skills.

7.5.7 APPOINTMENT OF BID COMMITTEES

Bid committees were established as per SCM Regulation and are fully functioning. The full complement is reflected in the table below:

NAME OF THE BID COMMITTEES	NAME & SURNAME OF MEMBERSHIP OER COMMITTEE	RESPONSIBILITY
BID SPECIFICATION COMMITTEE BSC)	M.P Khumalo Budget Manager T. Ndlovu LED Manager S.E Ndima Administration Manager M. Mthembu Assistant Manager Social Development	**CHAIRPERSON** **BSC MEMBER** **BSC MEMBER** **BSC MEMBER** **BSC MEMBER**
BID EVALUATION COMMITTEE (BEC)	Ms N.Z Zulu SCM Manager Ms M Mbatha PMU Manager Mr S. Mhlungu HR Manager Mr Z Mndaweni Environment and waste Manager Mr N. Bezuidenhout Chief Estate Officer	**CHAIRPERSON** **BEC MEMBER** **BEC MEMBER** **BEC MEMBER** **BEC MEMBER**
BID ADJUDICATION COMMITTEE (BAC)	**Mr M.A Ngcobo Chief Financial Officer** **Mr B.M.N Hlatshwayo Executive Manager PLANNING** **Mr S.P Zulu Executive Manager Corporate Services** **Mrs S.M Ndebele Executive Manager Technical Services** **Ms N. Chenia Senior Manager Compliance**	**CHAIRPERSON** **BAC MEMBER** **BAC MEMBER** **BAC MEMBER** **BAC MEMBER**

The committees have fixed dates for meetings every week. BSC sits every Thursdays, BEC sit 5 days after bid closing and BAC sits in days after BEC. The Management has been trained by the Provincial Treasury on Bid committees so as to have a pool of people who are trained on Bid Committees.

7.6 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The municipality has a functional Municipal Public Accounts Committee which is charged with the responsibility to:

- Assist Council to hold the executive and administration to account;
- Councillors are therefore responsible for exercising oversight over both the executive and administration;

- Proper administration of oversight requires Councillors to be fully informed of their own agenda, business or affairs; and
- Councillors are accountable for the performance of the council; hence they must supervise the Municipal Council agenda, in order to achieve the desirable performance.
- The Chairperson of the MPAC is Cllr. NE khanyile

7.7 MUNICIPAL BYLAWS

The municipality has developed, adopted and promulgated various municipal bylaws. These bylaws are under the custody of various municipal departments and the department ensure the bylaws are adhered implemented. Likewise, all businesses and developments within the municipal area expected to operate within the municipal bylaws. All bylaws have clear punitive measures should they be breached. The council together with the relevant government stakeholders monitor adherence of businesses on the bylaw and ensure that all culprits face appropriate and laid-out penalties or punishments. The table below reflects the existing municipal bylaws.

7.8 PUBLIC PARTICIPATION ANALYSIS

One of the objectives of local government inn terms of section 152 (1) I of the Constitution of South Africa is to encourage the involvement of communities and community organisations in local government. The White Paper on Local Government puts forward the vision of "developmental local government" which it defines as:

"Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the "quality of their lives."

The vehicle and system for involving the public is given more emphasis in Section 16 of the Municipal Systems Act, which requires that municipalities develop a culture of community Participation and create mechanisms, processes and procedures. These mechanisms would involve communities in planning, performance management, budgeting and service delivery.

Municipalities are also required to build the capacity of the local community to participate, as well as the capacity of councillors and staff to foster community participation. Emphasis is placed on ensuring representative in terms of age, gender, race, disability, as well as reaching those previously excluded from formal local government structures.

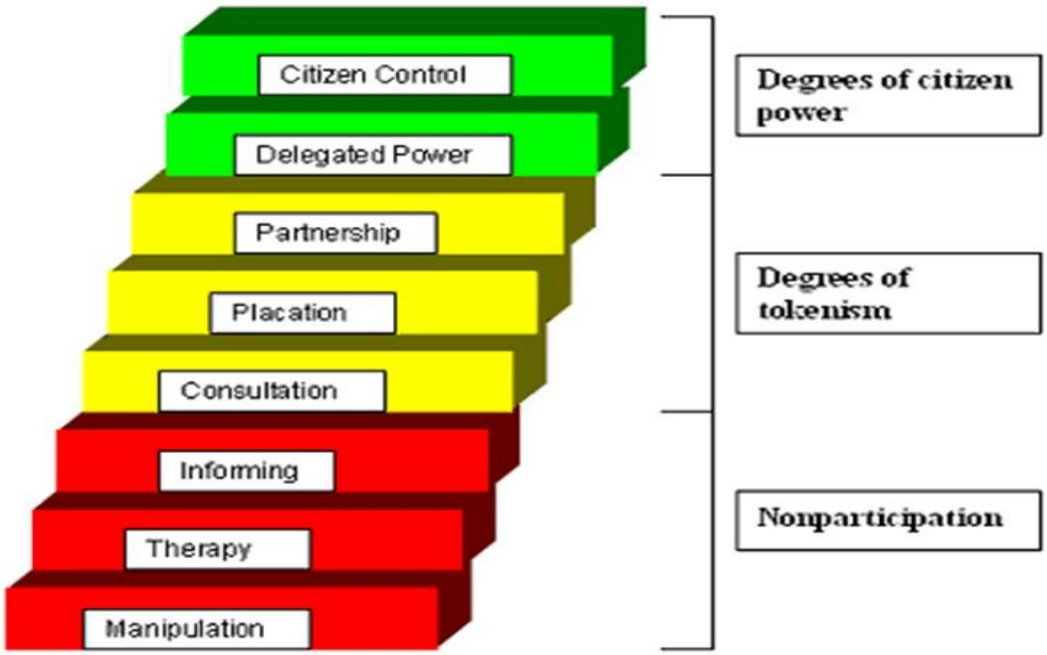
"The purpose of the Endumeni Local Municipality is to facilitate and ensure the provision of infrastructure, services and support, thereby creating an enabling environment for all citizens to utilize their full potential and access opportunities, which enable them to contribute towards a vibrant and sustainable economy with full employment, and thus create a better life for all.

The municipality is in the process of developing a community participation policy. The main purpose of the policy is to provide guidelines for increasing the level of active citizen participation in the decision-making process of local government and to create an enabling environment for civil society in which ordinary citizens and social groups may find platform

upon which they voice out their concerns and take part in the fundamental decision making on issues that affect their lives.

SPECIFIC OBJECTIVES OF THE POLICY ENTAIL THE FOLLOWING:

- Strengthening democracy by increasing participation of citizens in local government's decision-making; Developing mutual trust between citizens and local government officials and Councillors;
- Improving communication to allow citizens to have access to information and to feedback to the local government;
- Keeping local government abreast of citizens' needs, which enables the creation of an environment where local government resources are directed to meet the needs;
- Creation of additional resources for development to encourage and promote civic initiatives and public-private partnerships and Promoting programmes for skills capacity enhancement of local government authorities and citizenry.



7.9 AC COMMENTS AND RESPONSES FOR 2017/2018 FINANCIAL YEAR

Our municipality received unqualified audit opinion with few Matters for the financial year 2018/19.

ENDUMENI LOCAL MUNICIPALITY									
2018/2019 POST AUDIT PLAN									
AG Finding	**Management's Response**	**Remedial Action**	**Start**	**Finish**	**Responsible**	**POE**	**Progress (March 2019)**	**Progre (April 2**	**Status**
1. INVESTMENTS									
Non- compliance Management funds were invested in a bank not registered in terms of the bank act.	Audit finding noted, based on the correspondence with Treasury, Ithala bank does banking license, Ithala currently bank with ABSA We also attached the Government Gazette in Ithala SOC Limited that, amongst others, provides for Ithala's deposit taking activities. to discussions with the bank they are in discussions with the South African Reserve Ba National Treasury with a view to regularize the placement by the municipalities and Schedule 3D entities (government business enterprises). Management will furthe with Treasury and withdraw the funds for deposit into another investment compliance with the regulation.	To withdraw funds from Ithala bank.			Asset Manager	Ithala bank and statements	Funds have been withdrawn from Ithala bank. Withdrawal date: 30/11/2018.	N/A	Resolv

2. PRE DETERMINED OBJECTIVES									
2.1. No mid-year performance assessments performe	Yes, we agreed to the finding: There assessments held, preparations were done and adverts were sent out to the panel members but the sitting was postponed by the Mayor.	The assessments to be held quarterly, 2 verbal assessments and 2 written as per 3 the PMS Framework going forward.	2018-12-10	30-Jun-19	HOD Planning and Economic Development Services	Attendance and minutes	The 1st quarter verbal assessments were conducted on 13th December 2018. The mid-year performance assessments were conducted on the 6th February 2019. The Audit Committee performance specialist Miss Z.P. Khanyile chaired the assessments and Umzinyathi District Municipality Municipal Mr. Ndabandaba was present on the panel.	N/A	Resolve d
2.2. Development of a performance management system	Yes, we agree to the finding, The PMS frameworks together with other sector plans were annexures that were part of the IDP MSA legislation. The IDP adoption was done late on the 01st of August due instability.	The PMS framework together with ther sector plans will be adopted within dates.	2018/06/30	30-Jun-19	HOD Planning and Development Service	Council resolution	The council adopted PMS Framework is in place and is reviewed annually.	N/A	Resolv
INTERGRATED DEVELOPMENT PLAN									
2.3. Adoption of the development plan	We agree to the finding, the IDP adoption was done on August 2017. The IDP	The adoption Integrated Development Plan will be	2018/06/30	2019/06/30	HOD Planning and Development Services	Council resolution	The 2018/19 IDP was adopted on the 5th June 2018.	N/A	Resolve

	was adopted late due to the non-sitting of a council meeting. The municipality wrote to requesting an extension on legislated time.	adopted within date together required Sector Plans							
2.4. Indicators as per Service Delivery Budget Implementation Plan (SDBIP) are inconsistent with reported in the Annual Performance Report (APR)	We agree to the finding; review of the APR will be by management together with the performance manager consistency of reported information.	Align APR with respectively in next financial year	2018/08/01	2019/06/30	HOD Planning and Development Services	SDBIP and APR	Alignment of the SDBIP respectively before the adoption of the 2018/19 SDBIP in August 2018.The alignment will be further factored in in the APR when it is due. Alignment between the IDP and were identified by Internal Audit in the first the Planning and Development Executive to address.	The AP prepare aligned SDBIP week of July the en financ	In prog
2.5. Inconsistencies planned targets per the Service Delivery Budget Implementation Plan (SDBIP) and Annual Performance Report (APR).	We agree to the finding, review of the APR will be by management together with the performance manager consistency of reported information.	Align APR with respectively in next financial year	2018/08/	2019/06/30	HOD Planning and Development Services	SDBIP and APR	Alignment of the SDBIP respectively before the adoption of the 2018/19 SDBIP in August 2018.The alignment will be further in the APR when it is due. Alignment between the IDP and were identified by Internal Audit in the first the Planning and Development Executive to address.	The A be pre aligne SDBIP week after t the year.	In prog

2.6. Indicators as p Delivery Budget Imple Plan (SDBIP) are incon indicators reported in Performance Report (A	We agree to the finding, review of the APR will be by management togethe performance manager consistency of reported in	Align APR with respectively in nex year	2018/08/	30-Jun-19	HOD Planning and Development Servic	SDBIP and APR	Alignment of the SDBIP respectively before the c the 2018/19 SDBIP in Augu alignment will be futher t in the APR when it is due between the IDP and were identified by Interr the first quarter for the Pl Econimic Development Manager to address.	The A be pre aligne SDBIP week after t the year.	In prog
2.7. Inconsistencies planned targets per t Delivery Budget Imple Plan (SDBIP) and Performance Report (A	We agree to the finding, review of the APR will be by management togethe performance manager consistency of reported in	Align APR with respectively in nex year	2018/08/	2019/06/3	HOD Planning and Development Servic	SDBIP and APR	Alignment of the SDBIP respectively before the c the 2018/19 SDBIP in Augu alignment will be futher t in the APR when it is due between the IDP and were identified by Interr the first quarter for the Pl Econimic Development Manager to address.	The A be pre aligne SDBIP week after t the year.	In prog
3. CAPITAL COMMITMENTS									
3.1. Contracts with bal year end 30 June 2(contract register not i commitment register.	Management agrees finding, our recalculatic misstatement is R5,6 million are the supporting sche financial statements amended to corr misstatement on other co approved and contracte	Ensure that the register is c monitored and re ensure all commit included on the cc register at year en	01/12/20	2019/06/3	SCM Manager	Commitment re	The exercise is performed of the financial year.	N/A	In prog
4. PROCUREMENT AND CONTRACT MANAGEMENT									

4.1. Bid adjudication not properly constitute	The BAC membership is cc all the senior executive m was noted that Mr Mdletsh the CFO resigned on the 2018. An acting CFO was is only on the 5th of June 2 was no CFO appointe council during this period.	More members h appointed to ser commitees on a basis to ensure tha is met and irregularieties.	01/08/20	31/12/201	Accounting Officer	Appointment le	The Bid Adjudication Cc properly constituted municipality. The Acting M.P. Khumalo chairs the Members from Dannha Municipality have been as committee members fact that we don't ho compliment of Executive at Endumeni Local Muni deficiencies were ide Internal Audit in the first a quarter.	N/A	Resolv
4.2 Reasons for dev considered by council	During the 2017/18 financial year, there were 15 specials council meetings and council sittings. Some meetings were adjourned quorum after the commenced and due to walk outs. Only specific selected for inclusion in the agenda for discussion council sittings. SCM reports were not considered by the council due to these challenges. All SCM reports were however reported to portfolio and SCM reports were later council and council have referred these matters to internal audit and MPAC for investigation	Chief Financial ensure that all deviations are reported on t quarterly report and reported to council.	01/12/20	30/06/201	Accounting Office Financial Officer	Council Agenda	Deviation for the first and second quarter were presented to council on the 25th February 2019. Internal Audit is awaiting the SCM report for the third quarter.	The th deviat tabled on 30	Resolv

4.3. Deviations did not meet the requirements of the SCM policy and regulations.	During the 2017/18 financial year, there were 15 specials council meetings and council sittings. Some meetings were adjourned due to no quorum after the commenced and due to walk outs. Only specific selected for inclusion in the agenda for discussion council sittings. SCM reports were not considered by the council due to these challenges. All SCM reports were however reported to portfolio and Exco.	There is a deviation filled in order to whether the deviation meets the requirem SCM policy and regulations.	01/12 /2018	30/06 /2018	Accounting Officer	Deviation Form	The deviation forms are by the end users to Manager. The forms are to the Accounting Officer for approval. No deficiencies were identified by Internal Audit in the first and second quarter.	The SC Q4 rep review reporte AC Co the m June	Resolv
4.4. Deviation from normal SCM processes.	Management agree with for procurement.	All procurement are done in the SCM Office, the whole procedure has been centralised to Supply Chain.	01/08 /2018	30/06 /2018	SCM Manager	Memorandum to all departme	All quotations are now the SCM offices. Thirteen (13) deviations were identified in the audit of the first and second quarter of the 2018/19 financial year by Internal Audit.		Unresolv
4.5. Procurement of services above transaction value of R200 000 (VAT inclusive) not procured through competitive bidding	Management agree with on the award that was made to Gooderson Natal Spa for a contract value above R200 000. A deviation form was not and only one company submitted a proposal.	Before drafting a scm personnel quotation to determ into.	01/12 /2018	30/06 /201 ine under wh threshold item falls	SCM Manager	Quotations	A travel agent, Sunset appointed on the 7th January 2019 for a period of 3 years to matters pertaining to accommodation and flight bookings. No deficiencies were identified by Internal Audit in the first and	Upon of the report noted legal f Munici Manag discipli proce were c 000,00	Resolv

							second quarter.	procur throug compe biddin	
4.6. Supplier scoring points was not selected and no objective criteria for non-selection.	1. Management agree finding, although the n had stated that the food p be split, there was no mer market related prices tha to evaluate the bid Management agree with Icenet Promotions was due to their 7-day deliv while the other service pr stated that it will deliver time. No deviation form and the delivery timeline stipulated on the docume	Clear evaluation stipulated on the and clear rec elimination are no calculation spread	01 /12/2018	30/06/201	SCM Manager	Spreadsheets.	During the audit of the second quarter, it was Internal Audit that the processes were not follov the bid adverts. Th instances where the ev functionality was not perf	N/A	Unreso
4.7. Awards made to service of the state.	Audit finding noted, the statements will be am disclose the expenditure c	Before the awar service provider is s Central Supplier D avoid those irregu also request T System.	01/12/20	30/06/201	SCM Manager	CSD Report	Service providers are ch the on the Centralise database and MBD4 checked at the SCM deficiencies were ide Internal Audit in the first a quarter.	Audito has appoir enable munici utilise t System and c finding forwar	Resolv

4.8. Bids awarded evaluation criteria no in the original re quotation.	Management agree with for Bargain uniforms, Na and Makhasana Trading.	Bids are to be awc the evaluation mentioned on document evaluation Cri stipulated on the and clear rec elimination are no calculation spread	01/12/20	30/06/20	SCM Manager	Notices	During the audit of the second quarter, it was Internal Audit that the processes were not follov the bid adverts. Th instances where the ave functionality was not perf	N/A	Unresc
5. PROPERTY, PLANT AND EQUIPMENT									
5.1. Assets included in the fixed asset register could not be verified.	This asset is not available for verification as it was issued to an ex-councillor and was not returned after expiry date of the councillor's matter was reported to the then municipal manager, IT and legal recover the asset. Once the matter is finalised we position to make a recommendation to council.	Recommend asset written off to council.	01/02 /2019	15/03 /2019	Asset Manager	Council item	Upon enquiry with Mpontshane (Asset Manager) The bi-annual asset verification process is underway and the register will be updated upon finalisation.	No progre been report	In prog

5.2. Assets included and Development Fun	A reconciliation of all as housing letting schemes i asset register was reconc valuation roll, the discrepc above will be correcte assets register in the ne year.	A reconciliation o under housing schemes in the f register was recon valuation rol discrepancy notec be corrected in fi register, additionc do a full rec between the FAR properties/land from the municip 2012.	29/11/20	28/02/201	Asset Manager	Full reconciliati updated fix register.	The reconciliation is unde delaying a bit due to volumes of informati received by the Asset Mc	No pr been r	In prog

5.3. Completed incorrectly included Buildings in the Annua Statements (Note 8)	Audit finding noted an with,The above as inadvertently omitted in transfer to the relevant (buildings) from asse construction. It will be c the fixed assets register c financial statements in financial year.The impa correction will be the trar total cost of the project under construction to build class and additional de charges be recognis completion date.	Asset unbundling from AUC to Build class)	09/01/20	31/01/201	Asset Manager	Updated fix register.	The fixed asset register updated and the classification has been ar the Baud system.	N/A	Resolv
6. RECEIVABLES – INDIGENT									
6.1. The account holde a deceased perso National Population (NPR) and appearin indigent register as ac	People were advised Co register on the database s can benefit from Tender that did not necessarily they got the tenders, s found on the Municipality's creditor da they have never received provide services for the M These people are still un Quite a few are regi catering.	We will have to applicants and beneficiaries ag National Populatic If the registered ov property is dece account will transferred to the the heir/s.	02-Jan-1	30-Jun-19	Revenue Manager	Results fro population reg	The assistance of Nkonk who were seconded b Cogta to assist with Management , was so regard to data clea indigent register has beer to them for purpose.Furthermore , a was received and an ap letter has been forw Auditor General on the 2019 for data cleansing proceed.	Audito has appoir enable munici utilise t System and c finding forwar	In prog

6.2. The account hold interest in one o company/ business	By looking at our creditor was discovered that 3 were active and were in removed. It is difficult information if the necessa not at your disposal	Verify whether the active or dorm whether that a indigent status beneficiary an discontinue the maintain it.	02-Jan-1	30-Jun-19	Revenue Manager	Results from th made.	The assistance of Nkonk who were seconded b has Cogta to assist with Management , was so regard to data clea indigent register has beer to them for purpose.Furthermore , a was received and an ap letter has been forw Auditor General on the 2019 for data cleansing proceed.	Audito has appoir enable munici utilise t System and c finding forwar	In prog
7. PROCUREMENT AND CONTRACT MANAGEMENT									
7.1. Possible fraud Cover quoting	Audit finding noted, an ac procedures with appropri measures to address this be compiled by the SCM for immediate implement	Proper monito quotations is d quotes are requ email and telepho only service provic database utilised.	01/12/20	30/06/201	SCM Manager		Proper monitoring of qu done by the SCM Clerks are requested via telephonically. The SCM reviews all orders amd quotations to detect pos quoting. Submitted docu checked against t Compliance Checklist. C providers on the data utilised.No deficiencie identified by Internal Aud and second quarter.	N/A	Resolv
7.2. Business associ municipal official wa the contract and ha false declaration relationship.	Management do not agr finding, Mr Hopewell Bon ID Number 630505581 confirmed that he distan from the above findings the "Said" company c ENTERPRISE. Furthermore, involved in its registration. declared that he has n	Going forward, C checked to verify official is still a dire awarding any t Soqhaka (Pty) (Ltd	01/12/20	30/06/201	B.H. Zulu	MBD 4	The Company B M S Enter in it's final deregistration deficiencies were ide Internal Audit in the first a quarter.	N/A	Resolv

	part of any company; soci group doing busine government or private se prepared to declare unc needs be. He further state information appearing or was unlawfully used w permission and consent.								
8. EMPLOYEE RELATED COST									
8.1. New appoint not meet the requirements.	Management to follo recruitment process going	The gap in the process has been i the form of short capturing spreadsh amended to i column confirmir applicant mee minimum requirem	10-Jan-1	30-Jun-19	Executive Corporate Service Manager.	Schedule of form.	The spreadsheet is now in used when the screenir takes place during the r process.During the audit payroll for the current finc discrepancies betwe approved job adv credentials for candidates were noted Audit for two (2) appointn current financial year.No of any amendments c adverts were provided.	N/A	Unresc
8.2. Vetting of qu was not done as recruitment process.	The Municipality going f ensure vetting of all quali all newly appointed.	The office of th Resources will c individual to qualification.	10-Jan-1	30-Jun-19	Executive Corporate Services	Quarterly Vettir	The MOU has been dr Umzinyathi District Munic be requested to assist in u vetting system. During th HR and payroll for th financial year, it was note inspection of the employe no evidence of q verification was perfc nineteen (19) employees	N/A	Unresc

9. IT GENERAL CONTROLS REVIEW									
9.1. IT Governance does not adequately required principles	The IT Governance Fram since been reviewed and awaiting council adoptior	Council adoption	10-Jan-1	30-Jun-19	Executive Corporate Services IT Manager	Council resolut	The Framework has beer by the IT Unit and submitte Services to ensure comp the Policy Framework. was presented to the Services Portfolio Com Framework is awaitin adoption.	Awaiti adopti	In prog
9.2. IT Strategic Plan include sufficient deta	IT Strategic Plan has si reviewed and is currentl council adoption.	Council adoption	10-Jan-1	30-Jun-19	Executive Corporate Services IT Manager	Council resolut	The IT Strategic Plan reviewed by the IT submitted to Legal S ensure compliance with Framework. The Po presented to the Corpora Portfolio Committee.The Plan is awaiting Council A	Awaiti adopti	In prog

9.3 Role of Informatic Officer and Informa Communications T Governance Champio been formally delegat	Finding accepted; how Communications T Governance Champi appointed on 25 June 20 Information Security Of appointed on 17 August budget did not allow appointment of the IT Secu for the period under re organogram was rev adopted where the ro Governance Champion is to Senior IT Manager and the Information Security allocated to IT Manager.	Appointment of G Champion and Champion			Municipal Manager Manager: Corporo & Senior IT Manage	Appointment le	The IT Manager was assig IT Security Champion performing the duties Security Officer. U resignation of the Senior I it was was decided at th Planning session held c Febraury 2019 that the p Security Officer will be ad organogram and funde funds from the Senior IT position.	The p the I Officer advert closed May 2 Manag remair Gover Cham	In prog

9.4 Service Level A expired for Payday an	Finding accepted. No Se Agreement for the per review. The governanc Munsoft application administered by IT Manag the following period.	Formally appoin provider with a va Level Agreement System.	11-Oct-1	30-Jun-19	Municipal CFO;Executive Corporate Service Manager	Signed SLAs	B19/2018-19 was adver closed on the 29 Octob Bid was awraded to CC on 05/04/2019.	The being by or bidder curren underg MBAT p	In prog
9.5 Security Mana Patch management r performed for Windo Directory	Finding accepted. WSUS issues have been resc reviews will commenc following period.	Review monthly re WSUS.	10-Jan-1	On going	IT Manager	Monthly Report	A report has been comp month of March and reviewed bu the Manager: Corporate Serv	N/A	Resolv
9.6. User activity and f violation reports not re Windows Active Dire Payday	Finding accepted; how privileged user activity fc Active Directory will be The municipality is in the procuring a tool to monito logon attempts for Windo Directory. Management have access to Payday for under review, but the r Payday will commenc following period.	Monthly Review us for PayDay	01-Aug-1	On going	IT Manager	Monthly Report	The IT Manager review performed on Payday on basis and submits a rep Executive Manager: Services.	N/A	Resolv
		Review user ac Windows Active Di	01-Feb-1	on going	Senior IT Manag Manager	Reports	The monitoring tool was p January 2019 and a repor compiled for the month 2019,	N/A	Resolv

9.7. User activity and f violation reports not re Munsoft and Baud	Finding accepted. Muns was only granted in Febi Baud is a legacy system t phased out in the fu replacement system will required review functional	Review user a Munsoft	01-Mar-1	on going	Senior IT Manag Manager	Monthly review	Activity is reviewed month Manager and a report is to the Executive Corporate Services.	N/A	Resolv
		Formally appoin provider for ERP Sy	11-Oct-1	30-Jun-19	Municipal CFO;Executive Corporate Service Manager	Reports	B19/2018-19 was adver closed on the 29 Octobe Bid was awraded to CC on 05/04/2019. The matt disputed and is currently	N/A	Resolv
9.8 User IDs not assigned to individuals	Finding accepted. Baud i system that will be phased future. The new system wi required functionality.	Request additio accounts for a Management staf requiring access to System.Formally service provider System.	2018/10/	2019/06/3	Municipal CFO;Executive Corporate Service Manager	Userlist	An email request was ser February 2019 to PWC current service provider c municipality with the prep updating of the Fixed Ass	N/A	Resolv
9.9. User Access Man Activities performed Munsoft service provid reviewed	Finding accepted. Muns was only granted in Feb hence reviews were only for March – June 2018.	Review service pr activity	2018/03/	2019/06/3	Senior IT Manag Manager	Reports	Service provider activities reviewed on a monthly b Manager.	N/A	Resolv

9.10 User access reviewed for Munsoft a	Finding accepted. Muns was only granted in Feb hence reviews were only for March – June 2018. Mo did not have access to I the period under review reviews will commenc following period.	Review user acce Munsoft and PayD	2018/03/	2019/06/3	Senior IT Manag Manager	Reports	User access reviews conducted and monito monthly basis.	N/A	Resolv
9.11 User access reviewed for Baud	Finding accepted. Baud i system that will be phase future.	Formally appoin provider for ERP Sy	2018/10/	2019/06/3	Municipal CFO;Executive Corporate Service Manager	Reports	An email request was ser February 2019 to PWC current service provider c municipality with the prep updating of the Fix Register.Users will be ass rights as per their job des	N/A	Resolv
9.12 System ac activities were not re Windows Active Dire Payday	Finding accepted. Windo Directory monitoring too procured and reviews performed thereof. Mo did not have access to Pa reviews will commenc following period.	Review user ac Payday.	2018/08/	2019/06/3	Senior IT Manag Manager	Reports	The IT Manager review performed on Payday on basis and submits a rep Executive Manager: Services.	N/A	Resolv
		Review user ac Windows Active Di	2019/02/	2019/06/3	Senior IT Manag Manager	Reports	The monitoring tool was p January and a report compiled for the month 2019.		Resolv

9.13 System ac activities were not re Munsoft and Baud	Finding accepted. Muns was only granted in Feb Baud is a legacy system t phased out in the future system will have the functionality.	Review system ac for Munsoft	2018/03/	2019/06/3	Senior IT Manag Manager	Reports	The IT Manager revie administrator activities on Munsoft on a monthly submits a report to the Manager: Corporate Serv	N/A	Resolv
		Baud system will b out	2018/10/	2019/06/3	Municipal CFO;Executive Corporate Service Manager	Report from ER	B19/2018-19 was adver closed on the 29 Octobe Bid was awraded to CC on 05/04/2019. Reviews performed monthly.	N/A	Resolv
9.14 Programme Management - Chan process not followed f implemented on Payday and Baud	Finding accepted. The n will review the Change Ma Policy to detail how ch managed for Munsoft an Baud is a legacy system phased out in the Management will inves possibility of extractin generated listings of chan	Review Management Polic	2019/01/	2019/06/3	Executive Corporate Services IT Manager	Council resolut	The Change Managem has been reviewed by and is currently under rev Legal unit as per t Framework. Upon finalis be tabled to the LLF.	Awaiti adopti	In prog

7.9 GOOD GOVERNACE AND PUBLIC PARTICIPATION SWOT ANALYSIS

GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS	
Strengths	**Weakness**
Public Participation	Inadequate communication
By-laws in place	Policies not always followed
Policies in place	ICT not fully operational
Structures	Internal Audit Section
	No official Communication Plan
IGR	Non-compliance leading to lawsuits
Public Private Partnerships	Failure to tap into existing expertise
	ICT hacking viruses
	Abuse of municipal equipment and property

SECTION D: VISION, GOALS, OBJECTIVES AND STRATEGIC PLANNING

Strategic planning is an inclusive process of making informed decisions setting future direction about how to optimally attain established priorities, within allocated resources and time and be able to monitor results overtime to move the organisation from the present to desired future'. As such planning is not an end to itself, but a process that culminates into a written plan. This plan provides a map and framework to guide the municipality to achieve specific set of objectives and towards positive and progressive outcomes.

In the main, the ultimate goal of strategic planning is to increase municipality's ability to serve and achieve its vision and mission. On the 05 – 06 March 2020 Council and Management had a Strategic Planning workshop, In the main, the purpose of the session was to set a strategic framework that should guide planning, programme, project implementation, monitoring and evaluation of municipal developmental objectives within the municipality.

1. THE VISION, MISSION, CORE VALUES AND DEVELOPMENTAL PRIORITIES FOR THE MUNICIPALITY IS AS FOLLOWS:

1.1 MOTTO

"TOGETHER IN PROSPERITY"

1.2 VISION

"ENDUMENI MUNICIPALITY A DYNAMIC INCLUSIVE AND RESPONSIVE CENTRE OF SERVICE DELIVERY EXCELLENCE CAPABLE OF MEETING RURAL AND URBAN DEVELOPMENT NEEDS OF ITS RESIDENTS FOR THEIR SOCIAL AND ECONOMIC PROSPERITY'

1.3MISSION STATEMENT

''To work with our communities and stakeholders in planning for and provision of services in an effective, efficient and economical way ensuring accessibility and affordability whilst upholding good governance & clean audit status'

1.4CORE VALUES

- Batho Pele
- Integrity
- Excellence
- Transparency
- Responsiveness

1.5STRATEGIC OBJECTIVES

- To generate sufficient revenue for sustainability and viability
- To provide services effectively, timely & economically.
- To revive municipal structures for effective collaboration and optimal functionality
- To align organizational processes, policies & procedures with national & best practices
- To streamline planning processes to promote rural & urban sustainably economical viable spatial development
- To sustainably manage our environmental landscape

1.6STRATEGIC PRIORITIES

- Revenue enhancement; prevention of losses and sound financial management
- Improvement of work ethics
- Organisational alignment, cohesion and effectiveness
- Improved customer service, customer care and communication
- Improved project planning, management and Implementation

SECTION E 1: STRATEGIC MAPPING

1. SPATIAL DEVELOPMENT FRAMEWORK

1.1 BACKGROUND

Endumeni is one of four Local Municipalities located within the District Municipality of Umzinyathi within the valleys of the Biggarsberg Mountain Range with the two main towns of Dundee and Glencoe located at the base of the Indumeni Mountain.

Endumeni is located on the northern edge of the Umzinyathi DM and is bordered by the Amajuba District Municipality to the North, the Uthukela District Municipality to the South West, the Msinga Local Municipality to the South and Nquthu Local Municipality to the East. Endumeni constitutes 11% of the Umzinyathi DM.

Endumeni is 1,612km2 in extent, 55km wide from north-west on the R33/R602 and 30km on the R33/R621 south-east to north-west. In the context of national transportation systems, the Endumeni Municipality finds itself "out on a limb" situated away from the national road network. At a regional level, the municipality is located on an important regional route servicing the agricultural regions of northern KwaZulu-Natal and southern Mpumalanga. Endumeni dominates the district economy as it serves as the key administrative, educational and economic centre for the entire district.

Dundee is the centre from which tourism based on the cultural heritage of the Zulu Kingdom and 'Battlefields' is emphasized and managed to some extent. Glencoe serves as a secondary centre to Dundee. The municipality, in conjunction with its north-western neighbour Dannhouser and Emandlangeni Local Municipalities, is branded as the battlefields region of the Zulu Kingdom spanning a history of conflict between Zulu and Boer, Boer and Brit and Brit and Zulu. This branding is of international and regional significance.

In terms of the status for 2017/18 review the municipality has reviewed the SDF and most of the MEC comments raised were addressed the next formal review will be submitted with the final 2020/21 IDP.

1.2 SPATIAL ANALYSIS

1.2.1 SETTLEMENT TYPOLOGIES

The 1976 Vancouver Declaration, defined Human Settlements as: "the totality of the human community - whether city, town or village with all the social, material, organizational, spiritual and cultural elements that sustain it"

Over the years, this concept of human settlements has been broadened to become a framework for an overall national socio- economic development in the context of formulating housing strategies. It is now contended that human settlements are the spatial dimension as well

as the physical expression of economic and social activity. No creative act takes place without being influenced by settlement conditions. In turn, the creation of workable human settlements inevitably becomes an objective of, an indicator of and a prerequisite for social and economic development. Settlements are an objective of development in that places where people can live, learn and work in conditions of safety, comfort and efficiency are a fundamental and elementary need.

Settlements are also an indicator, in that they are the most visible expression of a society's ability to satisfy some of the fundamental needs of its members: they can mark accomplishments as well as expose destitution, neglect and inequality. Finally, settlements are a prerequisite for social and economic development, in that no social progress for sustainable economic growth can occur without efficient settlements systems and settlement networks. (https://www.virtualstatisticalsystem.org 06/09/2016)

The term "settlement" clearly refers to the physical locale where people stay and perform socio-economic functions. (Tringham, 1972; Hagget et al, 1977; Nagle, 2000).

Settlements are therefore given meaning by three interrelated concepts namely,

- functions,
- (ii) the population sustaining itself from functions and
- (iii)morphology or the physical manifestation of the population sustaining itself from functions in a particular locale.

The historical evolution of settlements within Endumeni Municipality was largely driven by the chronology of the past administrative structures as well as the three interrelated settlements concepts that have been mentioned. These settlements can be listed as follows:

1.3 URBAN SETTLEMENTS

The formal urban settlements are found within Dundee Town, Glencoe Town, Wasbank Town, Sibongile Township and Sithembile Township. In terms of size, character and performance Dundee, Glencoe and Wasbank function as small towns which are associated to service provision for the town and surrounding countryside (Cater, 1990). There is a general lack of new residential/ housing products such as cluster housing within town. Services and activities that are found there do not produce or modify goods; these include education, welfare, legal and administrative functions and employment (Nagle, 2000). The most widely adopted framework for analysing the functional role and distribution of settlement of this nature is the central place theory developed by Walter Christaller in 1933 based on his study of settlements in Germany. There are few informal settlements on the fringe of Dundee Town (Craigside), Sibongile Township (Creighton) and Wasbank Town (Reignsfontein). The common feature amongst these informal settlements is that these emerged as part of the land reform programme. Unfortunately, these farms transformed into informal settlements as opposed to being used for agrarian economy. In Craigside, a number of informal dwelling units has continued to increase within these areas

such that the municipality had to accept this change of land function from agriculture to settlement. This change in function has also placed the municipality under enormous pressure to provide services and a habitable human settlements environment. The municipality is planning to introduce a housing project within Craigside.

Creighton is located on the edge of Sibongile Township and has also rapidly grew as an informal settlement. Similar to Craigside, it emerged on the agricultural land and within close proximity to the urban edge of the existing proclaimed urban area. There is an option to consider urban edge boundary extension in order to accommodate this settlement and other needs. The 2009 National Housing Code's informal settlement upgrading programme 13 identifies informal settlements on the basis of the following characteristics illegality and informality, inappropriate locations, restricted public and private sector investment, poverty and vulnerability; and social stress. The processes to upgrade these informal settlements using housing subsidy instruments from the Department of Human Settlements would need to be considered. The upgrading of informal settlements programme applies to all settlements that demonstrate one or more of the above characteristics, subject to certain household and individual qualifiers. This includes CPA farms settlements. A sustainable approach towards creating liveable settlement and healthy environment concurrently investigations into food security and agricultural best practise must be undertaken as part of DRDLR recapitalisation programme. The key challenge however remains in terms of managing the growth and expansion of settlements on agricultural land.

1.4 FORMAL RURAL SETTLEMENTS

There are several rural villages and settlements which are found within the farming areas. These rural villages are KwaSithole (Stratford Farm), Van Rooyen (Malonjeni), Maria Catholic Mission and KwaTelaphi. KwaSithole is a result of transferred redistribution land claim. Unfortunately, this farm transformed into a huge rural

Maria Catholic Mission is a very small settlement rural settlement that is settlement which placed the municipality under enormous sustain and resource it with infrastructure. The biggest threat was that ignoring it may imply that it would degrade into a rural slum. There has been a number of public investments that have been made on this settlement which includes road upgrade, provision of facilities such as skip bins, community hall, mobile library and electricity. The municipality has also commenced with the process of developing a detailed plan (Local Area Plan) for the area. This plan will be very important in terms of the future for this settlement Van Rooyen or Malonjeni is a small settlement that appear to be very formal. It was subjected to formal planning and this is evidenced from the general plan that exists. The main function of the area is agricultural research and the existing few dwelling structures are the ancillary land use. Located on the outskirt of Wasbank. It is surrounding a church with the missionary. These villages and settlements have a number of commercial and social activities within it. The kind of commercial activities are limited to small local convenient shops, taverns as well as scale manufacturing activities (block making) and personnel services such as salons and small scale agricultural activities (ploughing field and food gardens).

SMALL HOLDINGS

Small holding can be defined as an area of land that is used for farming but is much smaller than a typical farm. There are several farms that have been subdivided into smaller plots and have transformed into small holdings.

FARMLANDS

Most of the municipal area is occupied by privately owned commercial farms. These farms are primarily used for food production and breeding of livestock. There are also settlement areas for the farming community including a farmer homestead and smaller homesteads for the farm labours. Some of these farms have rural settlements which has been discussed on the previous sub- section.

1.5 SETTLEMENT DENSITY

Common feature with these is a relatively small size in terms of population catchment as well as density.

- HIGH DENSITY URBAN SETTLEMENTS

Dundee, Wasbank and Glencoe towns are the urban settlement with the highest density. This is due to the existence of smaller plots. Each household occupy less than 0,2ha within this area. These are the areas where densification and land economic is capitalized upon.

- HIGH DENSITY RURAL SETTLEMENTS

These include KwaSithole and Creighton settlement areas. Each household occupy less than 0,5ha within the area. The priority in areas such as these include introducing planning which becomes a framework for guiding the future development trajectory of an area. This also avoids the creation of unsustainable growth path with breeds a number of problems from the developmental point of view.

- LOW DENSITY RURAL SETTLEMENTS

The low-density settlements are mainly the farming settlements which are spread throughout different parts of the Endumeni Municipal Area. These include Dejagersdrift, Blood River, Uithoek, Tayside and Maria Catholic Mission. Some of these areas are strategically located along the main routes while others are not.

1.6 BROAD LAND USE PATTERN

- MIXED USE TOWN AND SURROUNDING TOWNSHIPS

Dundee and Glencoe are the proclaimed towns. These serves as the main town for the municipal area with the highest agglomeration of commercial activities. These towns are surrounded by the associated townships of Sithembile and Sibongile.

- RURAL TOWN AND SURROUNDING PERI-URBAN SETTLEMENTS

Wasbank is a rural town with peri-urban settlements around it. This node should include community facilities, commercial and transportation infrastructure to support the residential needs located in the rural hinterland and they are to be developed in a manner that reflects or establishes a clear identity with the community that it serves and the landscape that it is situated in.

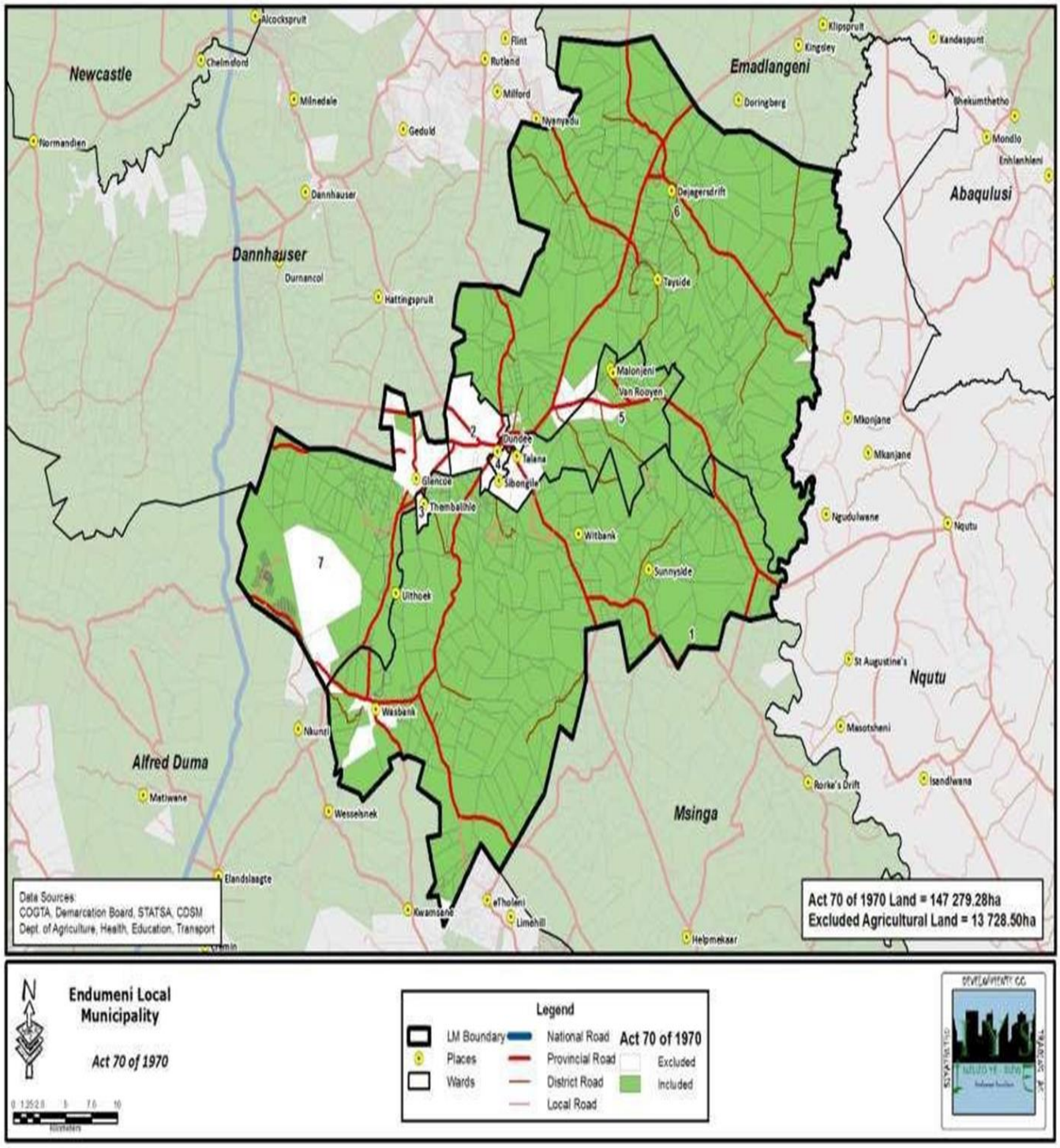
- SMALL RURAL VILLAGES AND SETTLEMENTS

There are small rural villages and settlements which are spread-out unsystematically within administrative boundaries of Endumeni Local Municipal jurisdiction. These villages and settlements have very few commercial and social activities within it. The kind of commercial activities are limited to small local convenient shops, taverns as well as scale manufacturing activities (block making) and personnel services such as salons and small-scale agricultural activities (ploughing field and food gardens). The balance of settlement is located either on the commercial farms or within a limited number of small rural settlements i.e. Maria Catholic Mission, KwaTelaphi, Burnside, Malonjeni, Tayside, Vechtkop and Uithoek.

- COMMERCIAL AGRICULTURE

The predominant land use in Endumeni is agriculture. Cultivation is mainly characterized by large areas of commercial dry land activities and dispersed areas of irrigated agriculture. The most productive land occurs around Glencoe, while areas with high to moderately high productivity occur in the north-west. The agricultural activities in the area include the extensive beef/sheep farming, dry land cropping of maize, soya, groundnuts and sunflower. Field crops are irrigated where there is access to irrigation. The area also has potential for wheat production. In terms of competitiveness, Endumeni is home to some provincial sector leaders i.e. the largest feedlot in KwaZulu-Natal (Crafcor) and the third largest dairy (Orange Grove).

These two industry leaders both report a market opportunity for small producers in the form of an expanded demand for dairy products in Gauteng and a market for stock feed supply based on chop and mielies. The milling sector also has important upstream linkages to small scale mielie producers from both Endumeni and Nquthu. Based on a broad 'agri-potentials' or 'bio-resource' classification by the Department of Agriculture, all agricultural land within the municipal area has been categorized as having either good or poor agricultural potential. The system provides for 8 land capability ranging from prime arable land (Class I) to land which is unsuitable for any agricultural use (Class VIII).



Map 59: Act 70 of 1970

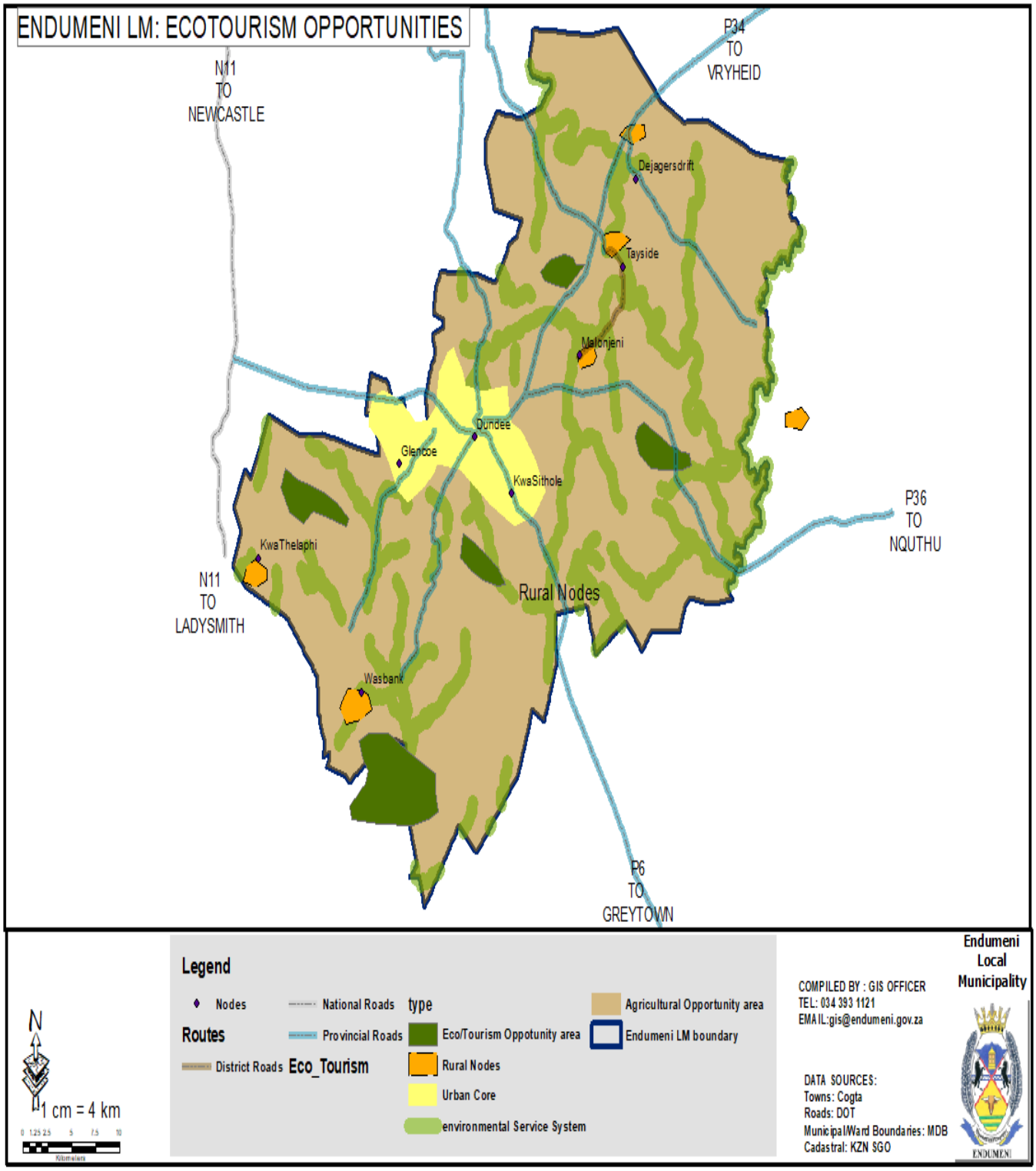
1.7 TOURISM AREAS

Endumeni has few mobility tourisms routes which includes the R33 and Battlefields. A number of farms that are located along these routes have diversified from traditional agricultural land uses to agri- tourism uses over the years. The municipality has a great variety of tourism assets and accommodation establishments (such as hotels, bed and breakfasts and guesthouses). The local tourism sector in Endumeni had a strategy session in regard to developing the tourism market within the municipality. It has been recognized that battlefield tourism is a niche market that does not appeal to everyone. However, the area has numerous interesting and unusual places to offer than just battle sites. There are Zulu cultural experiences, craft and birding routes, the Talana museum, game reserves, fishing in dams and rivers, white- water rafting, horseback safaris and a host of other adventures.

There is a wide range of accommodation available from hotels to caravan parks, as well as, a number of gracious homes that have been turned into tourist accommodation. The KZN PSEDS has identified areas with a large impact on Tourism opportunities, as a consequence Endumeni constitutes Cultural Tourism in accordance to the Plan. This is because it is dominated by cultural tourism, bearing in mind that Dundee is centrally situated to a number of Anglo-Zulu and Anglo-Boer war battlefields. The local Museum, Talana Museum, is one of the foremost museums in the country. Dundee forms a pivotal part of the northern KwaZulu-Natal tourism route, as well as itself being a tourist destination. The R33 and R621 form the central spine of the secondary provincial priority corridor. The focus of this corridor is agriculture and tourism.

Cultural assets in the area include:

- Monuments and Museums (e.g. Talana Museum);
- Maria Ratschitz Mission; Battlefield sites (Talana and Lennox Hills);
- Other Cultural sites i.e .Talana Crafts, Talana Zulu Cultural Villafe, Iron Age smelting sites; and
- Rifleman's Road and Red Soldier's March Battlefield Routes.Tourism is also linked to the natural assets of the region and there are three formal game reserves within Endumeni with potential for more. Kamelkop; Ilanga Game Ranch; and Botha Group Game Ranch.
- A complex topography (rolling hills and mountains) across large sections of the district has an aesthetic appeal and holds considerable tourism development potential.



Map 60: Ecotourism Opportunities

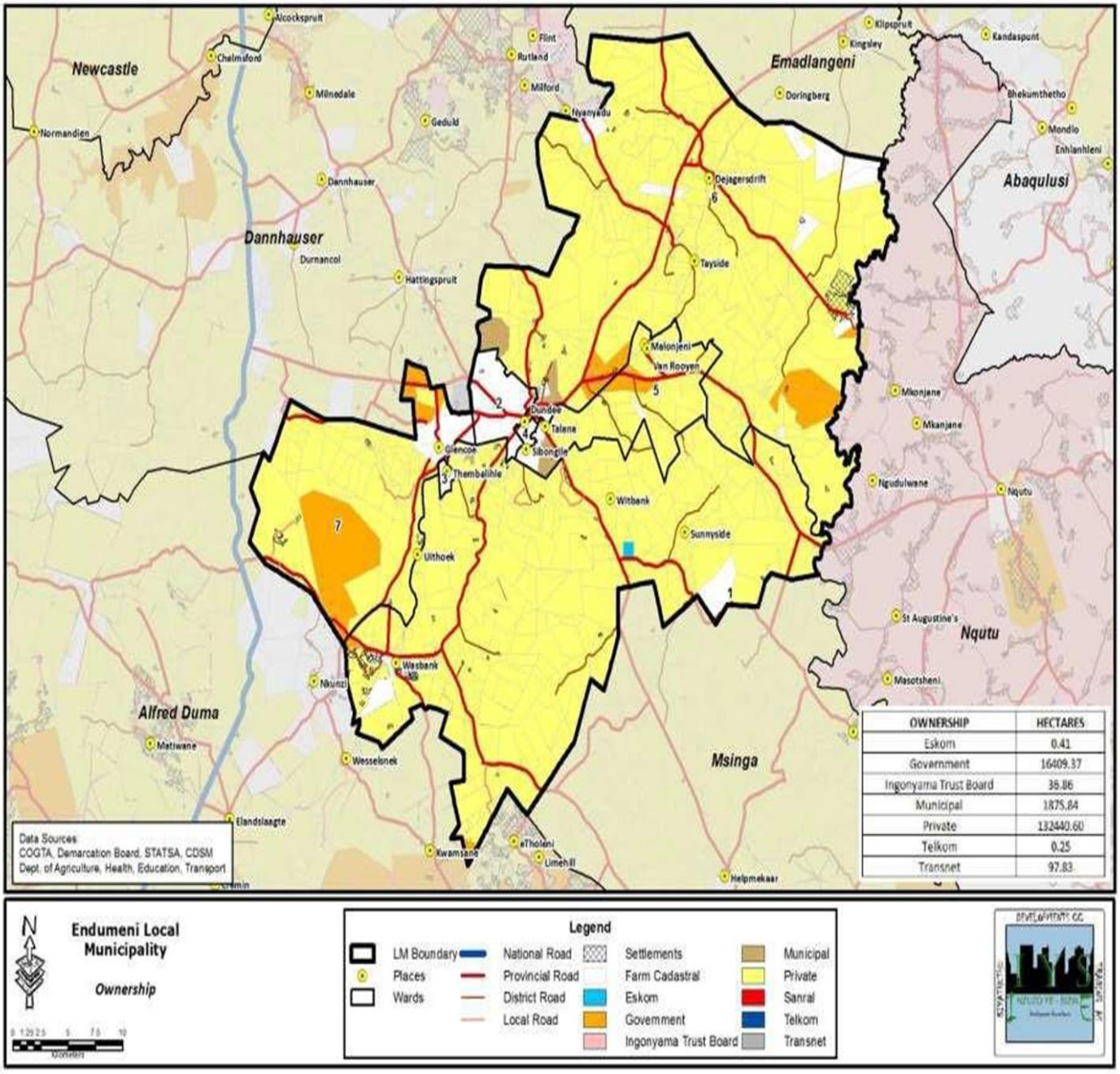
1.8 LAND USE MANAGEMENT

The Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) better known as SPLUMA requires all municipalities across the country to develop and adopt a "Wall-to-Wall Schemes" throughout their area of jurisdiction. This must take place within 5 years from the commencement of the Act. In addition, SPLUMA requires that the wall-to- wall scheme be reviewed every after 5 years in order to achieve consistency within the Municipal Spatial Development Framework. Endumeni has commenced with a process to develop a wall-to-wall land use management scheme for the area of jurisdiction. It must contribute towards sustainable development and improve governance (as it relates to land use management) within Endumeni. As such, alignment and integration with the other tools (land audit, valuation roll, etc.) should be maintained. The introduction of the scheme in rural areas should:

- Provide for the participation of municipal officials in all land allocation processes as undertaken by traditional councils.
- Involve the participation of local communities in Endumeni, particularly traditional councils and other structure that are responsible for spatial planning and land allocation.
- Include the development of maps, systems and procedures for effective decision making to guide traditional councils in the execution of this function. Incorporate the KwaZulu-Natal Rural Land Use Norms and Standards as soon as these are gazette.

1.9 LAND OWNERSHIP

Land ownership within Endumeni is diverse but the dominant owner is Private Ownership (88%). This is followed by Government (11%), Municipal (1,2%) and Transnet (0,1%). The other minimal landowners are Ingonyama Trust Board and Telkom.



OWNERSHIP	HECTARES
Eskom	0.41
Government	16409.37
Ingonyama Trust Board	38.86
Municipal	1875.84
Private	132440.60
Telkom	0.25
Transnet	97.83

Map 61: Ownership

1.10 LAND REFORM

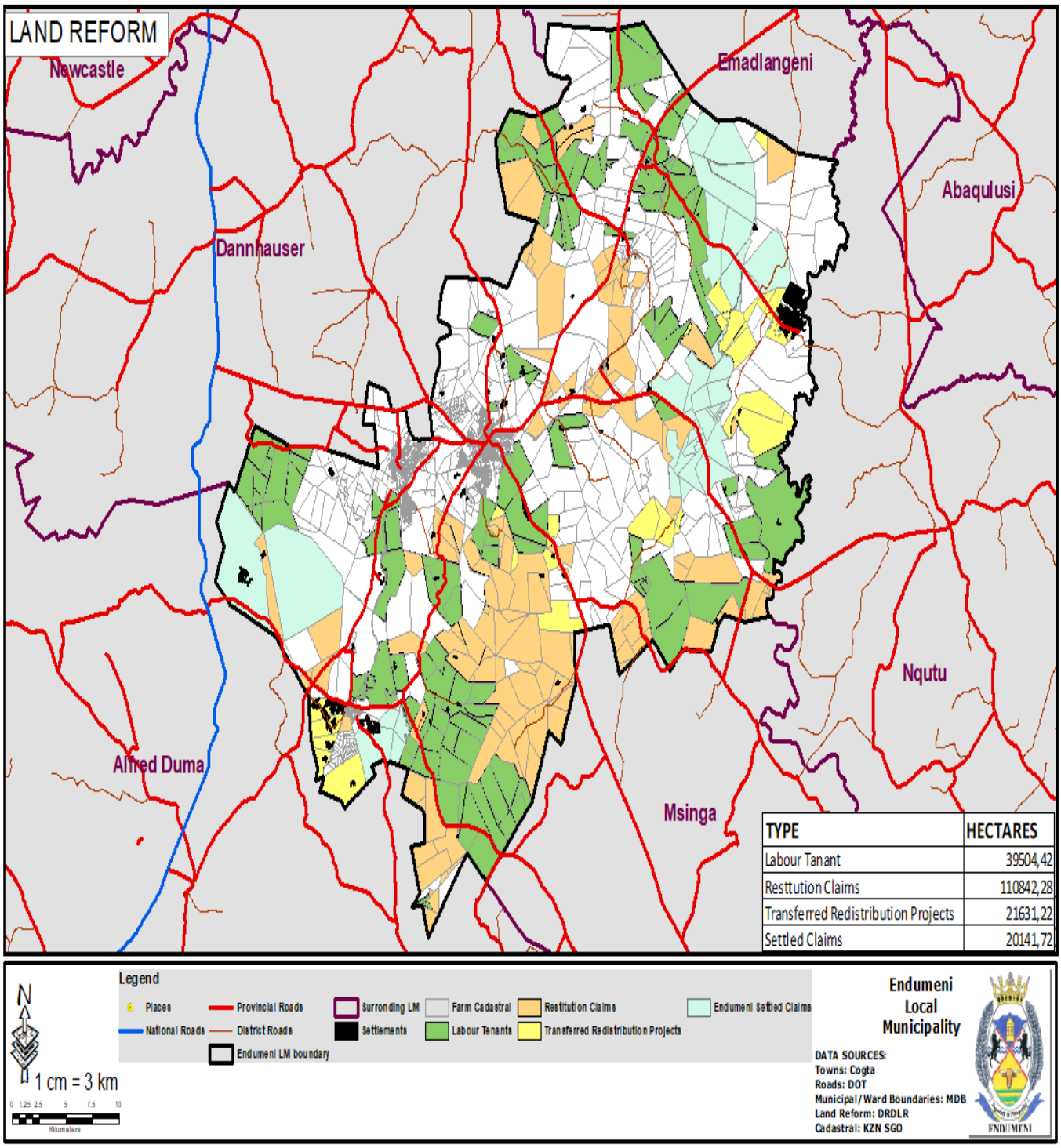
A total amount of land that is under claims within Endumeni is estimated at 171 977.92 ha. Labour tenant claims amounts to 39 504.42ha, Restitution Claims occupy 110 842.28ha and the transferred redistribution projects amounts to 21 631.22ha. there are over 1700 beneficiaries for the transferred redistributed projects. The overarching goal will be to ensure agrarian reform is realized from these projects as these are located within good agricultural land so these should be used as productive farms. The municipality also has a responsibility in terms of promoting proper land use controls which includes avoiding of uncontrolled settlement growth within these agricultural areas. Table below is descriptive indication of these transferred land reform projects.

Project Name	Legal Entity Name		Number of Beneficiaries	Size of th
Croydon	Senzangakhona	36		386
Klipspruit	Bazangoma CPA	8		135
Klipspruit / Bozangoma / Bozagane	Bazangoma CPA	8		135
Kuickvlei / Bhekanani	Bhekani CPA	26		314
Ruigtefontein	Ruigtefontein	500		300
Thangeni	Tangeni Land Trus	26		340
Verdruk (Ntekelezwayo)	Ntekelezwayo CF	20		512
Zisizeni Sithole Community	Zisizeni Sithole CP.	128		1050
Klipfontein	Sondoda CPA	95		1259
Beauvale	Zindela CPA	42		305
Dumain	Lethukuthula CPA	35		520
De Jagersdrift Cluster	Thuthukani CPA	42		600
Dundee Cluster	Entokozweni CPA	200		3200.115

Project Name	Legal Entity Name		Number of Beneficiaries	Size of th
Dundee Cluster	Khululeka CPA			
Dundee Cluster – Gowrie	Senzokhule CPA			
Wasbank Cluster / Thandanani	Thandanani CPA			
Wasbank Cluster / Zimisele of Dingledale	Zimisele Dingledale C		25	2246.1
De Jagersdrift Cluster	Ethembeni CPA			
De Jagersdrift Cluster	Khanyisani CPA			

De Jagersdrift Cluster	Masakhane CPA		
De Jagersdrift Cluster	Sizanani CPA		
De Jagersdrift Cluster	Thokoza CPA		
De Jagersdrift Cluster	Vukuzenzele CPA		
De Jagersdrift Cluster (spitzkop)	RSA		
De Jagersdrift Cluster	Bambanani CPA		
De Jagersdrift Cluster	Ekuthuleni CPA		
De Jagersdrift Cluster	KwaMthethofanayo		
De Jagersdrift Cluster	Mazakhele CPA		
De Jagersdrift Cluster	Sibonelo-Khwezi CPA		
De Jagersdrift Cluster	Siyaphumula CPA		
De Jagersdrift Cluster	Zamokuhle CPA		
Entabeni CC	Emast Farming cc		
Fankomo	RSA		
Harrowdale	Amalinda Family Trust		
Henessey Trading cc	Henessey Trading cc		
Kuickvlei – Mvelwenhle	Mvelenhle Communit		
Langverwacht Farm	The Green Farm Land		
Thangeni	Ekuthuleni CPA		
Tijgerkrantz/ De Jagersdrift	RSA		
Zimisele / Schuilhoek	Zimisele Community		
ZS Sithebe Farming / ZS Sithebe Family (LB)	Matshosi Farming CC		

Project Name	Legal Entity Name	Number of Beneficiaries	Size of land (Ha)
ZZ Farming / Land Bank Project	Mageba Farming cc		
Aletta	RSA		
Battersea Park	Sisonke Land Trust		
Dalry / Phezukomkhono	Phezukomkhono CPA		
TOTAL		1700	17 165,2



Map 62: Land Reform

1.11 LANDSCAPE CHARACTER AND BUILT FORM

Endumeni (particularly the town of Dundee) has several old heritage buildings and sites given its position in relation to the historical battlefields. The built form within the town is low rise with most buildings being either single or double storey. The municipality in association with Amafa aKwaZulu needs to play an active role in terms of the protecting these buildings from demolition or any transformative destruction. The cultural assets in the area include: Battlefields sites (Talana, Blood River/ Ncome, Elandslaagte, Fugitives Drift, Helpmekaar, Isandlwana, Rorkes Drift); Monuments and Museums (Rorkes Drift, Talana Museum, Prince Imperial, Fort Pine, MOTH Museum, Fort Mistake, etc.); Cultural Attractions and Crafts (Bushman Paintings, Iron Age Smelting Site, ELC Craft Centre, Talana Crafts, Talana Zulu Cultural Village); and Maria Ratschitz Mission. There are a number of natural features as well which include: The rivers; Rugged terrain; and Other nature based assets (biodiversity, wetlands, habitats and breeding sites, nature reserves and conservation areas). Given the fact that these are mainly found within farms, there are limited built form features that may threatened these landscape features. The key goal will be maintaining the existing cultural assets and conserve the natural resources. This importance of these landscape features is evident from the role that these play in terms of tourism within the area and the downstream beneficiation thereof.

1.12 DISASTER MANAGEMENT AREAS

1.1 BACKGROUND

In terms of Section 53 of the Disaster Managements Act of 2002 (Act 57 of 2002), each municipality (Metropolitan, District and Local) must prepare a Disaster Risk Management Plan for its area of responsibility. In order to develop a Disaster Risk Management Plan, it is necessary to conduct a Risk Analysis which will identify and prioritise potential hazards and threats that are likely to occur within the area of responsibility of the Municipality. Endumeni has prepared its Disaster Risk Management Plan which has reflects Disaster Risk Profile, that is unique to the whole of the Endumeni Local Municipality.

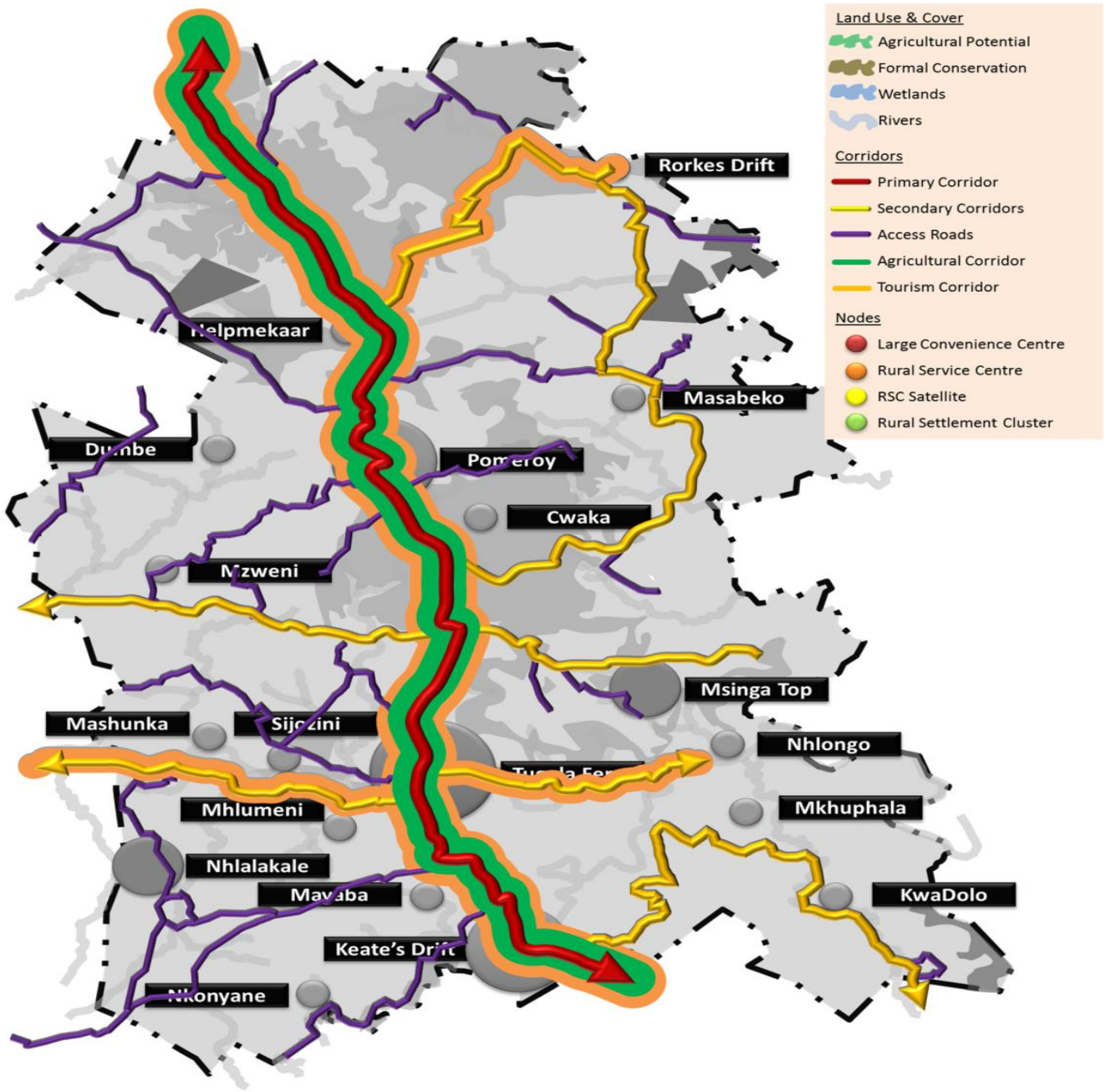
1.2 NATURAL HAZARDS

The list of high-profile risks that were identified include the following: Floods (landslides); Fire (veld / structural); Drought; Storms (snow/wind/hail); Epidemics (illness); Soil Erosion; Railway; Water Contamination; and Lightning.

significant hazard between May and June.

SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

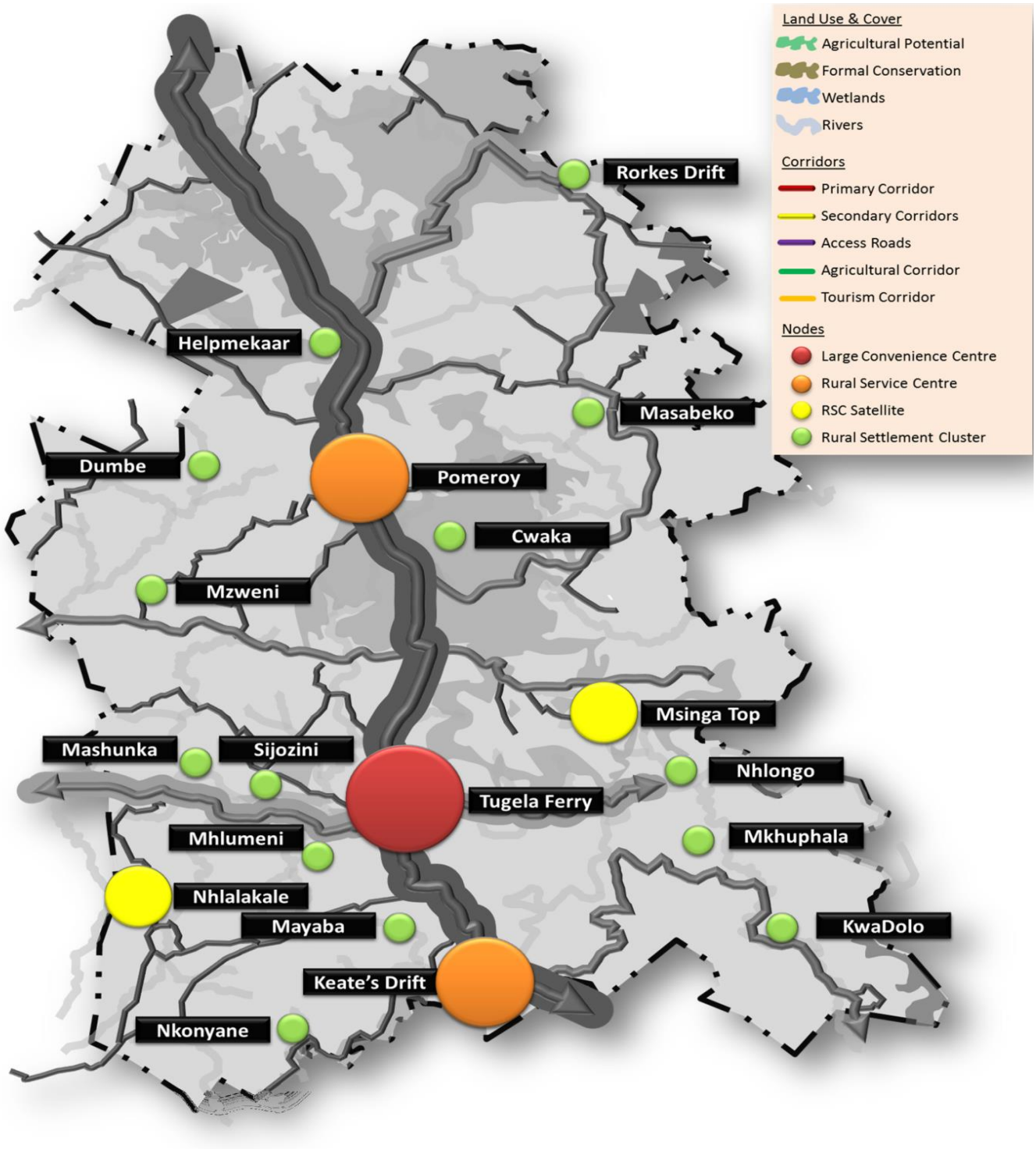
Msinga Local Municipality SDF – Proposed Corridors



Source: Vuka Planning Africa 2012

MSINGA SDF

Msinga Local Municipality SDF – Proposed Nodes

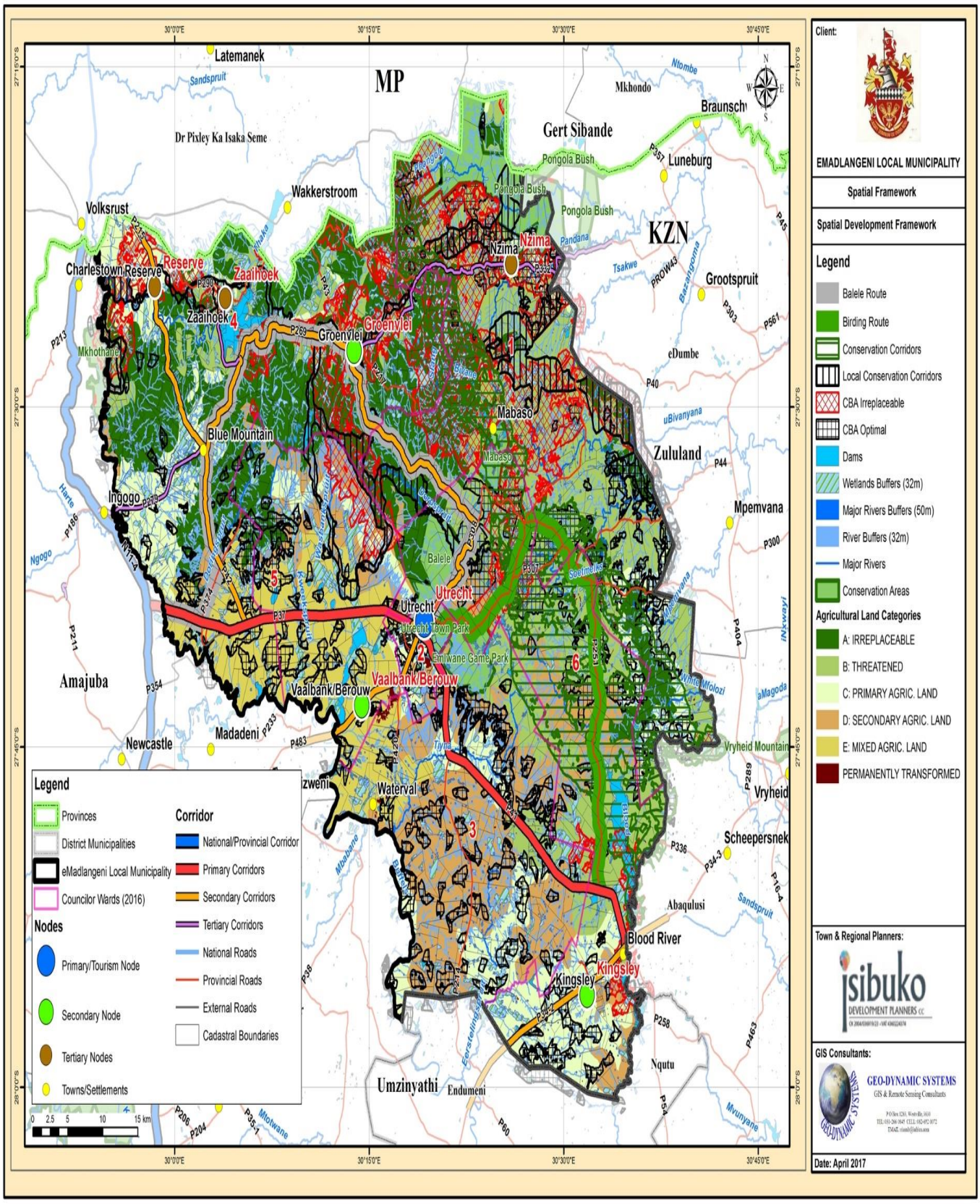


Source: Vuka Planning Africa 2012

Msinga LM Alignment Aspects

- Development Corridors - R33 is identified a primary corridor. A tourism corridor from Pomorey to Helpmekaar and to R74 is also linked to Dundee
- Cross Boundary Dependencies - Helmekaar Rural Settlement cluster and Rorker Drift rural Service centre.
- Cross Boundary Co-operation[LLN1] - The provision of services should not be duplicated on the identified nodes within the region.
- Potential Contradictions - N0 potential contradictions discovered.

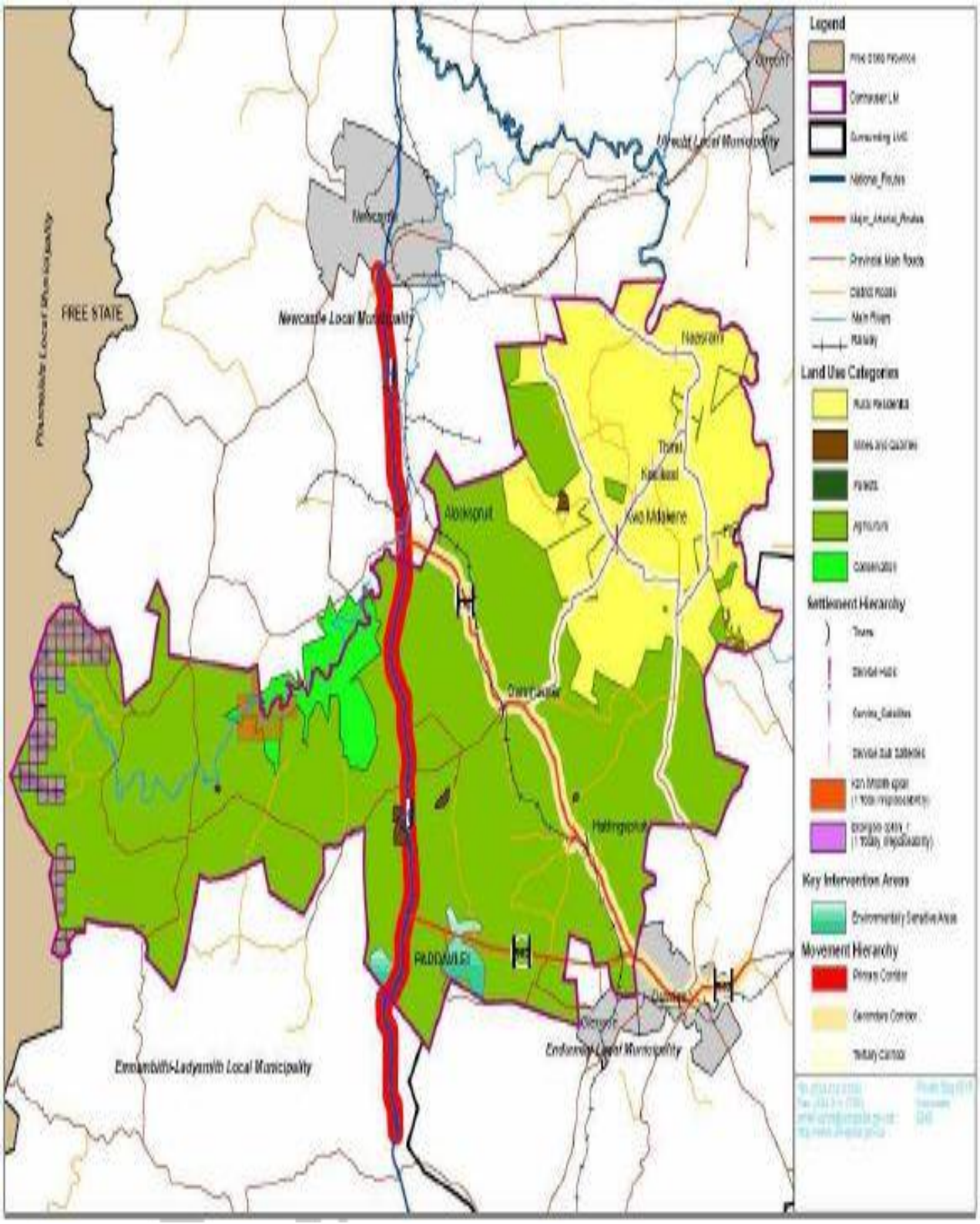
Map 14: Emadlangeni Local Municipality SDF



Emadlangeni LM Alignment Aspects

- Development Corridors - R33 is identified a primary corridor. A tourism corridor from Pomorey to Helpmekaar and to R74 is also linked to Dundee
- Cross Boundary Dependencies - Helmekaar Rural Settlement cluster and Rorker Drift rural Service centre.
- Cross Boundary Co-operation - The provision of services should not be duplicated on the identified nodes within the region.
- Potential Contradictions- N0 potential contradictions discovered.

Dannhauser Local Municipality SDF



SECTION E.2 IMPEMENTATION PLAN

1.13 IMPLEMENTATION PLAN

Endumeni Local Municipality has prepared an implementation plan according to the National Key Performance Areas of the Five Year Strategic Local Government Agenda and they are also aligned to the departments of the municipality in relation to their implementation. The implementation plans serve as the alignment between the IDP and Budget, and they also unpack the strategies in terms of their programmes.

They also have the core functions aligned to each Key Performance Area to be undertaken during the 2019/20 financial year, these core functions are then aligned to the budget to facilitate the implementation. The implementation plans have committed human and financial resources to enable the municipality to achieve its developmental mandate. The Service Delivery and Budget Implementation Plan serves as an Implementation Plan of the municipal programmes and project for the 2020/21 financial year which is attached to the document as Annexure I.10.

1.14 CAPITAL INFRASTRUCTURE INVESTMENT PROGRAMME FOR 2020/21 AND 2021/22

1.14.1MTEF MULTI YEAR CAPITAL PROJECTS

The following table indicates the Medium Expenditure Framework Capital Projects which the municipality has and which are funded, for implementation during the 2020/21 and 2021/22 financial year.

No	Project Name	Project Description	Specific Area of Intervention	Project Location	Funding Source	Project Budget	
						2020/21	2021/22
1.	Multipurpose Centre in Forestdale/ Peacevale	Construction of Multipurpose Centre in Forestdale/ Peacevale	Social Amenities	6	MIG	R 7,479,297.54	
2.	Main Road Marikana	Construction of Main Road Marikana	Road Infrastructure	3	MIG	R 2,019,729.28	
3.	Asphalt road	Construction of asphalt road in ward 4	Road Infrastructure	4	MIG	R 5,055,112.04	
4.	Apollo Lights	Installation of Apollo Lights in Endumeni, ward 4	Streetlight	3 and4	MIG	R 102,861.34	
5.	PMU Top slice	PMU – Administration		N/A	MIG	R 480,000.00	
6.	Fankomo / Buyaphile Electrification project phase 2	Fankomo / Buyaphile Electrification projects - 35 hh	Electricity	1	INEP	R 1,600,000.00	

7.	Electrification of Mpilonde Phase 1	Mpilonde electrification project – 75 hh	Electricity	1	INEP	R4,090,581.31	
8.	Fankomo / Buyaphile Electrification project phase 1	Fankomo / Buyaphile Electrification projects - 65 hh	Electricity	1	INEP		R2,881,221.42
9.	Installation of the LED Street lights	LED Street lights	Electricity	Various Wards	INEP		R 4,000,000.00
10.	Marikana Main Road	Construction of Main Road Marikana	Road Infrastructure	3	MIG		R7,584,402.15
11.	Stradford Sports Facility	Stradford sports facility	Social Amenities	3	MIG		R3,000,000.00
12.	Gravel roads	Upgrading of gravel roads	Road Infrastructure	All Wards	MIG		R4,000,000.00
13.	PMU Top Slice	PMU – Administration		N/A	MIG		R649,568.00
14.	Electrification of Craigside/Khanyisa/Thokoza – 98 connections	Craigside/Khanyisa/ Thokoza Electrification	Electricity	6	Eskom	R 2,337,521.24	
15.	Electrification of Bloedriver/Mpukane/Vumbuko KwaGeorge/Ntibane – 48 connections	Bloedriver/Mpukane/ Vumbuka/KwaGeorge/ Ntibane Electrification	Electricity	6	Eskom	R 1,183,541.01	
16.	Endumeni Bulk Extensions – 100 connections	Endumeni Bulk Extensions	Electricity	1 & 7	Eskom	R 650,000.00	
17.	Upgrade of electrification infrastructure line of	Craigside/Khanyisa/ Thokoza – Electrification link line	Electricity	6	Eskom	R 5,235,424.18	

	Craigside/Khanyisa/Thokoza – link line						
18.	Upgrade of electrification link line Bloedriver/Mpukane/ Vumbuka/KwaGeorge/ Ntibane – Link line	Bloedriver/Mpukane/ Vumbuka/KwaGeorge/ Ntibane – Electrification Link line	Electricity	6	Eskom	R 1,193,612.10	
19.	Construction Of Informal Trade Market Stalls in Dundee CBD	Informal Traders Market Stall	Social Infrastructure	2	External Funding - Buffalo Coal Social Labour Plan	R 2,502,711.18	
20.	Construction of the ECD Creche in Morningside	ECD Creche	Social Infrastructure	1	External Funding - Buffalo Coal Social Labour Plan	R 2,000,000.00	
21.	Establishment of new cemeteries in Glencoe	New cemeteries in Glencoe	Social Amenities	3 Proposed	MIG		26,340,895.67
22.	Reconstruction of Argyll Browning Streets (AFA) MIS 267982	Reconstruction of Argyll / Browning Streets	Road Infrastructure	2 and 6	MIG		16,425,787.88
23.	Establishment of new cemeteri in Dundee	New cemeteries in Dundee	Social Amenities	2	MIG		26,340,895.67

1.14.2 UNFUNDED CAPITAL PROJECTS

The following table indicates the projects which are required to be implemented by the municipality as obtained during the IDP Roadshows and also raised by the 8 Aside Coalition Structure, but they are not yet prioritised and funded as yet, and external funding and forming partnerships with the private sector and also the mining houses which are operating within the municipal jurisdiction, to enable the success implementation of these projects.

No	Project Name	Specific Area of Intervention	Project Location	Funding Source	Project Budget
					2020/2021 – 2021/22
1.	Electrification of Nyanyeni Phase 2 – 22hh	Electricity	5	TBD	2,500,000.00
2.	Electrification of Uithoek,Burnside and Mtshilwane - 70hh – ww7	Electricity	7	TBD	1,260,000.00
3.	Electrification for Dlamini and Forestdale	Electricity	5 and 6	TBD	4,500,000.00
4.	Rehabilitation of Commercial Road	Road Infrastructure		TBD	12,800,000.00
5.	Reconstruction of Victoria Street	Road Infrastructure	2	TBD	13,500,000.00
6.	Upgrade of the Rural Horse Riding Facility – Phase 2 2 (Construction of the Multi purpose Center and Sports Centre and Grand Stands	Social Amenity	2	TBD	12,000,000.00
7.	Installation of High Mast Lights in the following areas: Sibongile – 5	Electricity	5	TBD	2,255,000.00

	Sithembile – 4	Electricity	3	TBD	1,800,000.00
	Craigside – 2	Electricity	6	TBD	900,000.00
	Stratford Farm – 3	Electricity	1	TBD	1,350,000.00
8.	Reconstruction of Sibongile Community Hall	Social Amenity	5	TBD	9,800,000.00
9.	Reconstruction of Mpumelelo Stadium	Social Amenity	5	TBD	12,000,000.00
10.	Revamping of Sibongile Canteen	Social Amenity	5	TBD	1,500,000.00
11.	Establishment of the Business Centre in the CBD	Business	2	TBD	75,000,000.00
12.	Development of Sibongile Business Centre	Business	5	TBD	45,000,000.00
13.	Refurbishment of the industrial area road network	Road Infrastructure	6	TBD	15,000,000.00
14.	Rehabilitation of Craigside Road	Road Infrastructure	6	TBD	6,500,000.00
15.	Extension 18 Creche (ECD)	Social Amenity	4	TBD	1,500,000.00
16.	Marikana Community Hall	Social Amenity	3	TBD	TBD
17.	Provision of access roads for all municipal wards	Road Infrastructure	All Wards	TBD	TBD

1.14.3 STATUS ON CURRENT INFRASTRUCTURE PROJECTS - 2019/20 TO 2021/22 FINANCIAL YEARS

The following table indicates the status of the current infrastructure projects which are under implementation, which includes progress in terms of implementation, challenges and remedial measures thereof.

No	Project Name	Ward No	Project Budget	Expenditure	Funding Source	Status in terms Progress and % (12/06/2020)	Comments	Proposed Remedial Actions
1.	Completion of Sithembile Media Centre	3	R3,105,000.00	R2,292,122.80	MIG	Project is 100% complete. Awaiting handover to community		To fast track community handover after the national lockdown period
2.	Installation of Appollo lights	4 & 3	R1 700 000,00	R 0	MIG	0% complete	Appointment of contractor concluded on the 4th of may 2020. Contractor has been issued with access to site.	Constant monitoring of contract with aim to achieve set targets on time
3.	Construction of wasbank media centre	1	R6,496,480.24	R1,610,538.41	MIG	45 % Complete	project is at 45% completion. Project disrupted by national lockdown. Contractor resumed work as of the 18th of May 2020.	To fast track completion of the project after the national lockdown.

4.	Upgrading of Mcphail and Corronation parks	4 & 2	R2,396,834.80	R1,766,232.84	MIG	85% complete	The project has been disrupted by national lockdown	To fast track completion of the project after the national lockdown.
5.	Construction of Asphalt Road	4	R628,837.96	R 0	MIG	0%	Procurement processes to appoint suitable contractor have commenced. Bid has been advertised and closing on the 4th of June 2020	
5.	Construction of Peacevale / Forestdale Multi purpose centre	6	R 1,582,847.00	R 0	MIG	0%	Appointment of contractor has been finalised on the 22nd of may 2020.	Constant monitoring of contract with aim to achieve set targets on time
6.	Electrification of 50 h/h at Nyanyeni	5	R2,909,418.69	R2,565,674.18	INEP	project is 100% completed. 50 households have been energised		
7.	Mtshilwane Electrification PreMarketing	7	R 40,000.000	R0	INEP	No premarketing has been done to date.	Awaiting feedback from Department of Energy to	To fast track project approval process of the project

							proceed with premarketing of the area during 2019/20 financial year	
8.	Electrification of ± 75 h/h at Mpilonde – Phase 1	1	R4,050,581.31	R 0	INEP	0%	Procurement processes to appoint contractor has commenced.	For SCM to finalise advertisement of the bid
9.	Electrification of Buyaphile	1	R3,000,000.00	R193,200.00	Massification Grant	0%	Awaiting appointment of contractor.	To fast track sitting of the bid committees
10.	Refurblishment of Glencoe Sports Facility	7	R5 721 660,00	R4,443,014.96	External Funding – Buffalo Coal Social Labour Plan	Project has reached practical completion.	Verification of work on site by all stakeholders	A meeting to be scheduled to discuss the completed works and snags of the projects

1.14.4 ELECTRIFICATION MASTER PLAN

During the 2019/20 financial year, the municipality prepared the electrification master plan which serves to ascertain future growth and upgrading needs of the municipalities 11kV and 6.6Kv distribution networks. The other goals of the electrification master plan are as follows:

- Undertake a physical inspection of the municipalities medium voltage (MV) electricity network;
- Provide a comprehensive single line diagram of the MV network in the electronic format;
- Model the MV network on a suitable power system modelling software and identify any possible weak points;
- Assess electrification needs and backlogs including a growth forecast plan for a ten (10) year period;
- Identification of energy service options including off-grid solutions;
- Analyse the existing networks and determine optimal switching arrangements; and
- Make recommendations on networks strengthening plans with an associated capital plan (CAPEX)

The table below indicates the electrification projects which have been packaged as part of the master plan, which include the project description, estimated costs, timing in terms of the financial year and estimated households to be serviced. These projects have been packaged in terms of the project costs for Dundee and Glencoe, as Wasbank is being supplied by Eskom:

- **DUNDEE PROJECT COST SUMMARY**

No.	Project Description - Dundee MV Network	Estimated costs	Timing	Remarks	Estimate of people likely to benefit from the proposed project
1.	Negotiate with Eskom for a new 20MVA NMD for Dundee Main Intake bulk input point by year 2021.	12,00	2021	Notified Maximum Demand Upgrade: Limitation: Notified Maximum Demand (NMD) Exceedance. Dundee Intake peak maximum demand projected to exceed current NMD by year 2022. The current NMD of the Dundee Main intake substation is 17MVA and it is projected that the peak maximum demand will above this value year 2023. A new NMD of	• 9842 Households

				20MVA has to be negotiated with Eskom Distribution by year 2021.	
2.	Negotiate with Eskom for a new 20MVA NMD for Dundee Main Intake bulk input point by year 2021.	21,60	2024	Network upgrade: Sibongile A & B Ring is overloaded above 150% cable rating during a single leg cable outage contingency. This will result in increased cable insulation and cable joint failures if the cable is loaded beyond its allowable thermal rise threshold limit. The ring has a 95mm2 XLPE cable currently installed.	• General / Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)
3.	Upgrade the Dundee Central A & B cables to a minimum of 2 x300mm2 XLPE copper cable. Choose one option between or	37,20	2022	Network Upgrade: Dundee A & B Ring is overloaded above 200% cable rating during a single leg cable outage contingency. This will result in increased cable insulation and cable joint failures if the cable is loaded beyond its	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians) • Professionals (protection relays coordination)

				allowable thermal rise threshold limit. Currently the ring is composed of 95mm2 and 150mm2 XLPE cables in parallel.	
4.	Upgrade the Top Town 11KV Ring (Bulwer NR 27-McKenzie NR 3) cables to a minimum of 1 x 150mm2 XLPE copper cable or	28,10	2023	Network Upgrade: Top Town 11KV Ring (Bulwer NR 27-McKenzie NR 3) is overloaded above 226% cable rating during a single leg cable outage contingency. This will results in increased cable insulation and cable joint failures if the cable is loaded beyond its allowable thermal rise threshold limit. Currently the ring has a 70mm2 XLPE cable.	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians) • Professionals: (protection relays coordination)

5.	De-load the ring by splitting it into 2 rings. Two extra MV circuit panel will need to be installed at Dundee Central if this option is chosen.	13,80	2024	Network Upgrade: Business Central Town 11KV Ring (Central NR2- NLK SUB NR 28) is overloaded above154% cable rating during a single leg cable outage contingency. This will result in increased cable insulation and cable joint failures if the cable is loaded beyond its allowable thermal rise threshold limit. Currently the ring has a 70mm2 XLPE cable.	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians) • Professionals: (protection relays coordination)

6.	Upgrade the Bottom Town 11KV Ring (Kajees NR 65 - Dundee Glass MS) cables to a minimum of 1 x 150mm2 XLPE copper cable, or	10,80	2025	Network Upagrade: Bottom Town 11KV Ring (Kajees NR 65 -Dundee Glass MS) is overloaded above 141% cable rating during a single leg cable outage contingency. This will result in increased cable insulation and cable joint failures if the cable is loaded beyond its allowable thermal rise threshold limit. Currently the ring has a 70mm2 XLPE cable.	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians) • Professionals: (protection relays coordination)

7.	Upgrade Craigieburn 6.6kV MV Overhead line to 11kV template to 70oC using a Hare conductor. Change all the transformers on the feeder to 11//0.4KV voltage ratio.	2,00	2023	Network Upgrade: Craigieburn 6.6kV MV Overhead line is overloaded above 147% conductor acting during peak load periods. This will result in increased line jumper failures if the overhead line is loaded beyond its allowable thermal	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals: (protection relays coordination)
8.	Replace all Dundee Network old oil MV switchgear in a coordinated phased program.	10,00	2021	MV Switchgear Replacement: Craigieburn 6.6kV MV Overhead line is overloaded above 147% conductor acting during peak load periods. This will results in increased line jumper failures if the overhead line is loaded beyond its allowable thermal	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals: (protection relays coordination).
9.	Replace Dundee old power transformer and minisubstations in the MV	11,00	2021	MV Power transformer replacement: Most of the oil filled power transformers are in bad maintenance state with visible oil	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians).

	network in a coordinated phased program.			leaks. This exposes the operating personnel and the general public within the substation vicinity to serious fire and flash hazard risks.	• Professionals: (protection relays coordination).
10.	Replace the fencing for Dundee Main Intake Power factor capacitor to prevent free access to general public. Also carryout maintenance on capacitor banks.	11,00	2021	MV Power transformer replacement: Power factor capacitor banks at the Dundee Main Intake (installation is outside main substation) have no controlled access. The fence of the installation has broken down there is a high risk of the public/vandals attempting to cut the energised 11Kv cables supplying these bank	• General/ Unskilled labourers for the excavation of Fencing routes and installation. • Skilled labourers (Fore-man). • Professionals: (protection relays coordination).
11.	Dundee MV network Protection Relay maintenance and coordination studies	1,50	2020	MV Equipment Protection maintenance and upgrade: Glencoe MV protection checks have not been done for the past 5 to 10 years. It is important to periodically check the correct	• General/ Unskilled labours for the excavation of cable routes. • Skilled labourers (Electricians).

				intended functioning of protection systems to ensure that they will be able to operate and initiate fault isolation.	• Professionals (protection relays coordination)
Total Projects estimates		**346,10**			

- **GLENCOE PROJECT COST SUMMARY**

No.	**Project Description - Dundee MV Network**	**Estimated costs**	**Timing**	**Remarks**	**Estimate of people likely to benefit from the proposed project**
1.	Negotiate with Eskom for a new 10MVA NMD for Glencoe Bulk input point by year 2020	10,00	2020	Notified Maximum Demand Upgrade: Limitation: Notified Maximum Demand (NMD) Exceedance. Glencoe Intake peak maximum demand projected to exceed current NMD by year 2020. The current NMD of the Glencoe Main intake substation is 7MVA and it is projected that the peak	4339 Households

				maximum demand will be above this value year 2020.	
2.	Upgrade the OK-Value to Sub 3 MS 11 KV Ring (Inner Ring) 16mm2 and 35mm2 PILC cable segments to a minimum of 70mm2 XLPE copper cable.	5,50	2020	Network upgrade: Cable is overloaded during one leg cable outage contingency on the ring.	• General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)
3.	Upgrade the Robor - Sithembile to Abattoir 11kV Ring cables to a minimum of 2 x95mm2 XLPE copper cable and OHL line portion to Hare conductor template at 70oC or	12,00	2024	Limitation: Cable is overloaded during one leg cable outage contingency on the ring. Robor - Sithembile to Abattoir 11kV Ring is limited by 35mm2 XLPE cable and Vlei overhead line segments. The 35mm2 PILC cable segments is overloaded above 260% cable rating during a single leg cable outage contingency.	• General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)

4.	Upgrade SAR Sub- to PIETER VAN DERBERG SUB 6.6kV MV Feeder to 1x150mm2 XLPE 11kV cable feeder. Change all the transformers on the feeder to 11//0.4KV voltage ratio. Note that most power transformers in this ring have a dual voltage transformation ratio, (11 - 6.6/0.4KV)	17,00	2025	Network Upgrade: SAR Sub- to Pieter Van Derberg feeder ring is limited by 16mm2 PILC cable segments. The 16mm2 PILC cable segments are overloaded above 500% cable rating during a single leg cable outage contingency.	• General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)
		15,00	2025		• General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)
5.		7,20	2022		• General / unskilled labourers for the

	Upgrade 2nd Avenue Sub to Civic Sub 6.6 kV MV Ring feeder to 1x70mm2 XLPE 11kV cable feeder. Change all the transformers on the feeder to 11//0.4KV voltage ratio. Note that most power transformers in this ring have a dual voltage transformation ratio, (11 - 6.6/0.4KV)			Avenue Sub to Civic Sub 6.6 kv MV Ring feeder ring is limited by 16mm2 PILC cable segments. The 16mm2 PILC cable segments are overloaded above 200% cable rating during a single leg cable outage contingency.	excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination) • General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)
6.	Replace all Glencoe Network old oil MV switchgear in a phased coordinated manner.	5,00	2022	MV Switchgear Replacement: Most of the switchgear is oil filled and has been operated beyond its operational life with serious	• General / unskilled labourers for the excavation of cable routes.

				implications of components disintegration inside each switchgear unit. This expose both the network and operating personnel to fire and flash hazard risks during operation	• Skilled labourers (Electricians). • Professionals (protection relays coordination)
7.	Replace Glencoe old power transformer and mini-substations in the MV network in a phased program.	5,00	2020	MV Power transformer replacement: Most of the oil filled power transformers are in bad maintenance state with visible oil leaks. This exposes the operating personnel and the general public within the substation vicinity to serious fire and flash hazard risks.	• General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)
8.	Glencoe MV network Protection Relay maintenance and coordination studies	1,50	2020	MV equipment Protection Maintenance and upgrade: Glencoe MV protection checks have not been done for the past 5 to 10 years. It is important to periodically check the correct	• Skilled labourers (Electricians). • Professionals (protection relays coordination)

				intended functioning of protection systems to ensure that they will be able to operate and initiate fault isolation.	
9.	Install metering on all 11kv substation incomers and feeders	0,80	2020	MV network Statistical Metering: No statistical metering for monitoring loading and energy losses on all MV feeders	• Skilled labourers (Electricians). • Professionals (protection relays coordination)
Total Project Estimate (R (Millions)		**87,80**			

1.14.5 UNFUNDED ELCTRIFICATION PROJECTS

The following table indicates the electrification projects which are required to be implemented by the municipality and Eskom as obtained during the IDP Roadshows, but they are not funded as yet, and external funding and forming partnerships with the private sector and also the mining houses which are operating within the municipal jurisdiction, to enable the success implementation of these projects.

WARD	AREA	AREA OF SUPPLY	ESTIMATED CONNECTIONS	TYPE OF CONNECTION	ESTIMATED BUDGET
Ward 1	Mpilonde Phase 2	ESKOM	75	New Connections	R3 500 000.00
	Craigdomn	ESKOM	800	New Connections	R18 400 000.00
	Kwasheka	ESKOM	25	New Connections	R450 000.00
	Stratford Farm	ESKOM	110	Infills (type 1)	R715 000.00
	Ibusi	ESKOM	70	Infills (type 2)	R665 000.00
Ward 3	Sithembile Area	Municipality	15	New Connections	R52 500.00
Ward 4	Nyanyeni Phase 2	ESKOM	22	RDP Connections	R2 500 000.00
Ward 4 & 6	Forestdale Housing Project	Municipality	261	New Connections	R2 337 521.24
				New Connections	R1 183 541.01
Ward 6	Craigside/Khanyisa/Thokoza	ESKOM	98	New Connections	
	Bloodriver/Mpukane/Vumbuka/ KwaGeorge/Ntibane	ESKOM	48	Infrastructure Link Line	R5 235 414.18

	Ekuthuleni (Dundee)/Dejagersdrift	ESKOM	122	Infrastructure Link Line	R1 193 612.10
	Craigside/Khanyisa/Thokoza	ESKOM	0		
	Bloodriver/Mpukane/Bumbuka/ KwaGeorge/Ntibane	ESKOM	0	House Extensions	R650 000.00
Infills	Endumeni Bulk Extensions	ESKOM	100	New Connections	R720 000.00
				New Connections	R90 000.00
Ward 7	Mthilwane	ESKOM	25	New connections	720,000.00
	KwaViki	ESKOM	5	New connections	90,000.00
	Uithoek Farm	ESKOM	15	New connections	270,000.00
	KwaTelaphi	ESKOM	10	infills(type 1)	65,000.00
Ward 5, 4, 3, 2, 6 and 1	Installation of High Mast Light for Sibongile -5, Sithembile 4, Craigside 2, Stratford Farm 3, Ibusi2, Kameelkop 1, Wasbank 1 and Forestdale 1	12 Municipal Area	12	High Mast Lights	R4 200 000.00
		7 ESKOM Area	7		R2 450 000.00
				Total	**R47 177 598.53**
			1801	**Municipal Area**	**R6 752 500.00**

1.14.6 HUMAN SETTLEMENT MASTER PLAN

The municipality has a Human Settlement Master Plan in place which is a sector plan of the Integrated Development Plan (IDP), and constitutes a framework to guide the Municipality in performing its functions and executing its mandate in terms of the provision of human settlements in the Municipality as mandated by the Constitution, the National Housing Act and other related human settlement related legislation and policies.

The municipality has been implementing human settlement projects to address the shelter needs of the population and improve the standard of living of the local communities. The projects being implemented fall within different categories and include Integrated Residential Development Programme, Upgrading of Informal Settlements, Rural housing, rectification and others.

Project Name	Ward	Housing Type/Progra mme	Number of Households/Units	Budget	Monies Spent	Challenges/Issues	Current Status
Sibongile Bufferstrip Housing Project	2 and 5	Integrated Residential Development t Programme	230 Units	R51 380 814.00	R28 571 888.82	Court order due to allegations of maladministration of beneficiaries.	495 housing units have been constructed and the project is stalled until the compliance with the court order.

Dlamini-Forestdale Housing Project	4 and 5	Informal Settlement Upgrading Programme	261	TBC	TBC	The housing project consists of Dlamini, Forestdale and Craigside informal settlements. The issue is delay regarding the rerouting of 11Kv lines by Eskom, exhumation of graves.	The construction of houses is currently underway and is at 40% completion.

Craigside Housing Project	6	Integrated Residential Development Programme	278	TBC	TBC	The project has been stalled for years due to land invasion and more number of informal dwellers that were existing before.	The land availability agreement was signed, Environmental Impact Assessment was conducted and the township layout was approved by Council of Endumeni LM.

Glencoe Extension 13/16 Housing Project	7	Integrated Residential Development Programme	500	TBC	TBC	There are challenges with respect to bulk infrastructure services and the Act 70/70 application process.	The project was considered feasible in July 2014, however the bulk supply is a problem (water and sanitation) from the DM.

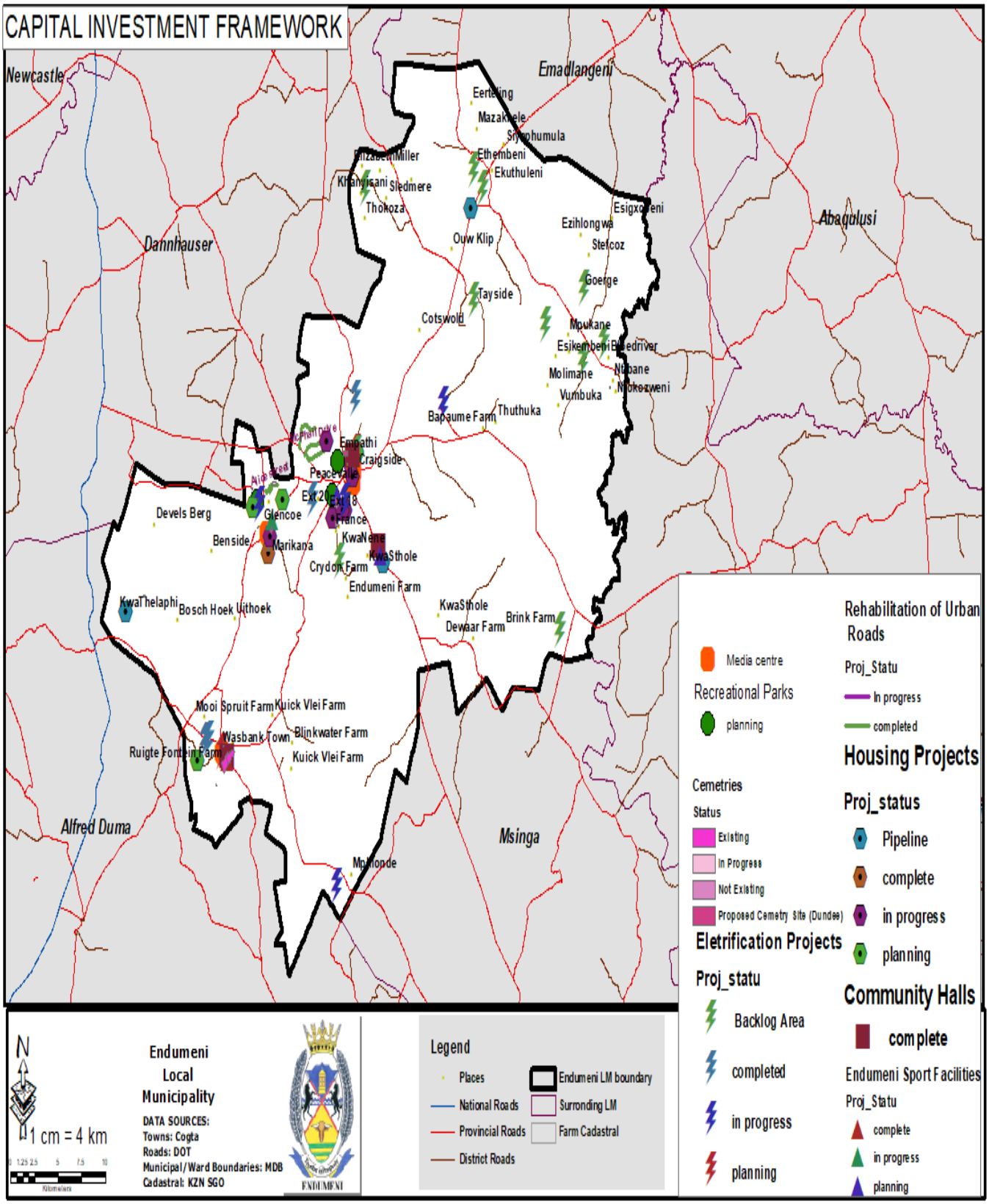
Wasbank Commonage Housing Project	1	Integrated Residential Development Programme	200	TBC	TBC	Awaiting confirmation for bulk infrastructure services from the DM.	The project was deemed to be feasible, however since the project is an urban project it require bulk supply from the DM.
Ruigtfontein Rural Housing Project	1	Rural Housing Programme	600	Tbc		The pre-feasibility which was conducted in July 2014 deemed the project unfeasible due to large portions of land being privately owned. The land needs to be purchased and transferred to the LM before development can occur.	The consent letters were signed and the application was made for funding to the DoHS.

KwaThelaphi Rural Housing Project	1	Rural Housing Programme	150	TBC	TBC	The project was deemed not feasible due to portions of land being privately owned and the project not conforming to town planning principles of sustainable development.	There are two group of trustee that are fighting for the ownership of the land.
Dejagersdrift Rural Housing Project	6	Rural Housing Programme	500	TBC	TBC	The project was deemed not feasible due to portions of land being privately owned and the project not conforming to town planning principles of sustainable development.	Application for funding was made to the DoHS for the implementation of houses after the consent letter were signed by the members the committee.

Stratford Farm Rural Housing Project	3	Rural Housing Programme	500	TBC	TBC	The project was deemed not feasible due to portions of land being privately owned and the project not conforming to town planning principles of sustainable development.	Consent letters need to be developed by the owners of land or members of the committee.

1.14.7 WATER AND SANITATION PROJECTS

UMZINYATHI DISTRICT MUNICIPALITY - CAPITAL BUDGET	ADJUSTED BUDGET	ADJUSTED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
WATER SERVICES INFRASTRUCTURE GRANT					
PROJECT NAME					
Biggarsberg Water Supply Scheme			8,720,187	9,558,000	10,121,922
Endumeni Sanitation	6,000,000	-	10 000 00,00	50,438,118	13,403,891
Drought Relief Programme(Boreholes) – District Wide		-	7,576,167	8,045,889	8,520,597
Tayside Abstruction Works			15,179,831		



Map 63: Capital Investment Framework

SECTION F: FINANCIAL PLAN

1.FINANCIAL PLAN 2020/2021

This is the executive summary of the Endumeni Local Municipal Financial Plan 2020/21.

1.1 BACKGROUND AND PROCESS

The purpose of the annual budget is to provide details of available sources of revenue, expenditure requirements and operational surplus / deficit. It is a tool for implementation of council policies, a basis for control of revenue and expenditure. It also informs the tariff calculations.

The budget process began with the approval of the Budget Process Plan by Council. Inputs and requests were received from the various departments and consolidated by the Budget and Treasury Department. A budget steering committee meeting was held on the 23rd March 2020.

Similar to the rest of government, municipalities face a difficult fiscal environment. Even as demand for services rises, weak economic growth has put stress on consumer's ability to pay for services, while transfers from national government are growing more slowly than in the past. The local economy is beginning to recover after a short recession in early 2017, however the improvement is insufficient. Growth has remained stagnant at less than 2% and the unemployment remains high at 29%.

The budget has been prepared after due consideration of the difficult economic conditions, the current performance of the municipality, as well as its financial position, spending patterns, service delivery capacities and financial and economic indicators. Financial sustainability remains the municipality's primary long-term goal. Management has tried to find a balance in ensuring the financial sustainability of the municipality whilst ensuring that the tariffs are cost reflective and affordable to the community.

1.2 OPERATING BUDGET

With the compilation of the budget, there were numerous requests for expenditure that could not be included in the budget. The reasons for this can be attributed to the significant amount lost due to electricity theft. The municipality is now considering the introduction of

split meters to deter and curb the theft. Service delivery related expenditure has however been prioritised.

The national government has been aware of the need to contain costs and Cabinet resolved that all spheres of government, including municipalities and municipal entities must implement measures to contain operational costs and eliminate all non-essential expenditure.

Expenditure line items have yet again been reduced in an effort to contain costs and eliminate non- priority spending. Firm control over expenditure is necessary together with revenue collection and revenue enhancement initiatives. The 2020/21 financial year National and Provincial grant allocations are as follows:

- Equitable Share – R51m
- Municipal Finance Management Grant (MFMG) – R2.2m
- Municipal Infrastructure Grant (MIG) – R15.1m
- Expanded Public Works Programme (EPWP) – R1.3m
- Energy Efficiency Grant – R4m
- Museum Subsidy – R488 000
- Cyber Cadet Library grant – R1.089m
- Library Subsidy – R3.619m

1.14 CAPITAL BUDGET

The needs identified for capital projects were reviewed more than once. The capital budget amounts to R 27 386 693.00 which includes R14 687 000 MIG, R30 000 FMG, R4 000 000 Energy Efficiency and Internal funds R8 669 693. Detail of the projects to be undertaken forms part of the annexures in the budget document.

1.15 THEFT OF ELECTRICITY

The theft of electricity continues to remain a significant challenge to the financial sustainability of the municipality. Despite the measures put into place to curb theft in the past years, a significant amount is still lost, and management will implement more stringent controls in the new year. The loss of revenue caused by the theft of electricity (meter-tampering) cannot be over emphasised, we have also included in the budget the cost of

auditing of meters within the municipality. The loss of revenue due to electricity theft is dealt with in more detail under the heading challenges.

1.5 CHALLENGES

Due to the economic landscape, municipalities are under pressure to generate revenue. The ability for customers to pay for services is declining. As a result, we continue to still experience meter tamping.

METER TAMPERING (THEFT OF ELECTRICITY)

The theft of electricity continues to remain a significant challenge to the financial sustainability of the municipality. Despite the measures put into place to curb theft in the past years, a significant amount is still lost, and management will continue to explore innovative ways to curb theft and implement more stringent controls in the new year. The loss of revenue caused by the theft of electricity (meter-tampering) again cannot be over emphasised, we have also included in the budget the cost of auditing of meters in the municipality. The loss of revenue due to electricity theft is dealt with in more detail under the heading challenges.

The loss of revenue from electricity services due to theft by means of tampering with electricity meters for the first seven months of the 2019/20 financial year is calculated as follows:

kWh Purchased	R62 152 459
kWh sold	
Loss	R13 550 538
Calculated distribution 8% loss -KwH	R 6 917 524
calculate lost due to theft	R19 242 645

Management has implemented an action plan to address this challenge, a meter auditing company has been appointed and continuously inspect meters in the municipal area and disconnecting the tampered meters. Management has noted that some progress has been made with reducing the theft, however despite the efforts made by the municipality it has also been noted that the community persists in the tampering with the meters.

Management will continue to monitor this matter as this matter has a significant impact on the financial sustainability of the municipality. The reality is that theft of electricity will eventually cause a major cash flow crisis if not addressed. Ward Councillors and members of ward committees have all been engaged and much community awareness initiatives have been implemented to drive this process. Management will continue to explore innovative ways to prevent and detect meter tamper and apply more stringent controls in the area of revenue enhancement and debt collection.

Areas	% losses due to theft
Dundee	18%
Glencoe	29%

1.6 NON-PAYMENT FOR RATES AND SERVICES

The rate of non-payment for rates and services leads to the need for a high provision for bad debt. The contribution to the bad debt reserve for 2020/21 is calculated at R 7 463 668.00. This contribution again has to be financed.

Irrecoverable debts have been written off in the previous financial year and much has been done to provide incentives to consumers to pay arrear debt and cleanse the debtors book. Management also encourages debtors who are classified as indigent to complete the necessary documentation to ensure that they register as Indigents and take advantage of the additional rebates and free basic services provided to them.

1.7 TARIFF PRINCIPLES

In funding the operational budget, the following criteria provide a good indication of the various levels to which the tariffs for individual services should be adjusted:

- **Trade services**

Services such as electricity are classified as trade services, where tariffs should be determined in a way that will ensure that the service is delivered at a surplus.

- **Economic Services**

A service such as refuse removal is classified as an economic service. Tariffs should be set at a level to ensure that expenditure is recovered and that there is at least a break even

- **Subsidised services**

These are services not classified as Trade or Economic Services and funded from sundry revenue and revenue obtained from property rates.

TARIFF INCREASES

Having consideration of the difficult economic realities of consumers and also the necessity to ensure sustainability, it would be necessary to increase certain tariffs to fund the expenditure provided for in the budget.

- **Rates:**

The rates tariff will increase by 5% from the prior year.

- **Refuse removal:**

In considering the tariffs for this service, a general increase of 5% in related tariffs is required to render a sustainable service.

- **Electricity**

In order to ensure a financial sustainable service, the municipality will apply increase of 6.24% on electricity tariffs.

- **Miscellaneous tariffs**

Miscellaneous tariffs have been adjusted to be cost reflective and have been attached in the tariff of charges section of the budget.

1.8 BUDGET SUMMARY (OPERATIONAL EXPENDITURE) FOR 2020/21

BUDGET SUMMARY:		
Operational Expenditure:		
Salaries and allowances (Excl Provision)	**130 202 497**	**38%**
Councillor allowances	**4 509 145**	**1%**
Purchase of electricity	**108 932 080**	**32%**
External Audit fees	**3 800 520**	**1%**
Transport cost	**7 048 684**	**2%**
Security	**11 113 399**	**3%**
Conditional grant spending	**13 752 551**	**4%**
Depreciation (Excl Asset impairment)	**14 352 050**	**4%**
Other expenditure	**27 803 635**	**8%**
Repairs and Maintenance	**11 409 166**	**3%**
Provisions: Post retirement expenses	**2 540 140**	**1%**
Bad debt reserve	**7 463 668**	**2%**
	342 927 535	**100.00%**

1.9 OVERVIEW OF BUDGET RELATED POLICIES OVERVIEW AND AMENDMENTS

The Municipality's budget is guided and governed by relevant legislation and budget related policies.

The main purpose of budget related policies is to guide the budget process and inform the projections of the medium-term budget. The following budget related policies, which have been approved by Council or currently under review, are currently in force to ensure an informed smooth budgetary process and financial management of the municipality in line

with the Municipal Finance Management Act, other relevant legislation and accounting Standards.

Assessment Rates Policy

Section 3(1) of the Local Government Municipal Rates Act, 6 of 2004, and sections 62(1) of the MFMA determines that a municipality must adopt and implement a rates policy on the levying of rates on rateable properties.

Other Budget related policies

Other budget related policies have been reviewed and the amendments to Council adopted policies.

LEGISLATION COMPLIANCE STATUS

The Municipal Finance Management Act, No. 56 of 2003 came into effect on 1 July 2004. The following main processes amongst others mentioned below, have been implemented in terms of the Municipal Finance Management Act:

- The budget processes.
- Supply Chain Management.
- GRAP Financial Statements. Financial in-year reporting.
- Adjustment budgeting Annual reporting.
- Compilation and implementation of various policies.

The budget and Treasury Office has been established in accordance with the requirements of Service Delivery and Budget Implementation plans are applied as monitoring tools

- Audit Committee has been established ALIGNMENT OF BUDGET WITH IDP
- The budget is aligned to the IDP, which is prepared for approval by end of June 2020. In terms of the IDP priorities, capital and maintenance of roads, electricity provision, cemeteries and community facilities are incorporated in the budget.
- In the financial field financial sustainability has been addressed.

Some of the more important matters that we continue to seek innovative measures in addressing are the following:

- Re - Obtaining the "Clean" audit report, which was previously achieved in 2015/16 financial year;
- Improving the revenue management processes and procedures eliminating the theft of electricity / meter tampering;
- Revenue collection and enhancement strategies;
- Intensification of cost containment measures, in keeping with national guidelines; and
- Ensuring value for money through procurement process.

1.10 ENDUMENI LOCAL MUNICIPALITY (2020/21 SOCIAL DEVELOPMENT PROGRAMMES)

Operating Programmes	Proposed Budget 2020/21
Women and Children Fund	R 150 000.00
Ward Allocation (Ward Assist)	R 350 000.00
Civic Presentations	R 150 000.00
ARTS AND CULTURE	R 300 000.00
Sport, Youth Development	R 550 000.00
Rural Horse-Riding Event	R 500 000.00
Disabled People	R 110 000.00
Social Development HIV AIDS	R 120 000.00
Disaster Fund	R 320 000.00
BURSARIES	R 450 000.00
Communications Strategic	R 200 000.00
Public Participation Programmes	R 380 000.00

SECTION G: ANNUAL OPERATION PLAN (SDBIP)

1.SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The 2020/21 Service Delivery and Budget Implementation Plan will be approved within 28 days after the adoption of the 2020/21 Budget, as required in terms of Municipal Financial Management Act. The Service Delivery and Budget Implementation Plan will be prepared in line with the National Treasury circular identifying key components as follows:

- Monthly projections of revenue to be collected for each source;

- Monthly projections of expenditure (Operating and Capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward information for expenditure and service delivery; and
- Detailed capital works plan broken down by ward over three years.

The documents which will form part of the 2020/21 Service Delivery and Budget Implementation Plan will be as follows:

- Organisational Service Delivery and Budget Implementation Plan; and
- Departmental Service Delivery and Budget Implementation Plan.

SECTION H: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

1. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Performance Management is a strategic approach to management, which equip leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact.

Chapter 6: of the Municipal Systems Act (No 32 of 2000) requires municipalities to:
A municipality must:

(a) Establish a performance management system that is:

- Commensurate with its resources;
- Best suited to its circumstances; and
- In line with the priorities, objectives, indicators and targets contained in its Integrated Development Plan.

(b) Promote a culture of performance management among its political structures, political office bearers, and councilors in its administration; and

(c) Administer its affairs in an economical, effective, efficient, and accountable manner.

2001: Municipal Planning and Performance Regulations states that:

- Performance Management System must entail a Framework that describes and represent how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted; and
- Performance Management System must inter alia comply with the requirements of the Systems Act, relates to the municipality's employee performance management processes and be linked to the municipality's IDP.

For the 2020/21 IDP Review, the municipality has prepared a functional and effective Organisational Performance Management System which will address performance needs of the organization.

In terms of measuring the performance of the municipality in implementing the 2020/21 IDP Review, the municipality has an effective Performance Management System in place, and has the following documents in place which guide the review, implementation, monitoring and reporting on performance management system:

- Organisational Scorecards and
- Performance Management Framework.

2. INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

Subsequent to the adoption of the 2020/21 IDP Review and Budget , the municipality will then prepare the Service Delivery and Budget Implementation Plan within 28 days after the adoption of the Budget which will serve as a monitoring tool for the implementation of the IDP, and then prepare the performance agreements for the Section 54 and 56 Managers as required by the 2006 Performance Regulations and 2014 regulations on appointment and conditions of employment for Senior Managers which will have to be concluded before the end of July 2020.

The municipality will also undertake the quarterly reviews during 2020/21 financial year to monitor performance as per the following quarters:

First quarter	:	July – September 2020
Second quarter	:	October – December 2020
Third quarter	:	January – March 2021
Fourth quarter	:	April – June 2021

The performance agreements which be concluded will consist of the following documents

- Annexure A : Performance Plan
- Annexure B : Personnal Development Plan
- Annexure C : Financial Disclosure Form
- Annexure D : Code of Conduct

SECTION I: ANNEXURES

No	IDP Components	Comments
I.1	Government and Public Sector Partcipation, Private Sector and Community Involvement Report	
I.2	Spatial Development Framework	
I.3	Disaster Management Sector Plan	
I.4	Organisational Scorecard	
I.5	Organisational Organogram	
I.6	Back to Basics Support Plan	
1.7	Financial Plan	
1.8	LED Strategy Implementation Plan	
1.9	Electrification Master Plan	
1.10	Service Delivery and Budget Implementation Plan	
1.11	Performance Management Framework	
1.12	Ward Based Plans	

SECTION J: APPENDIXES

Endumeni Local Municipality has developed a number of Sector Plans, A table hereunder indicates the sector plans that have been prepared by the municipality to date and their status:

No	Sector Plans	Adopted		Status
		Yes	No	
K 1	Human Settlement Sector Plan	√		
K 2	Local Economic Development Strategy	√		
K 3	Integrated Waste Management Plan	√		
K 4	Wall to Wall Land Use Scheme	√		
K 5	Informal Economy Policy Framework	√		
K 8	Communication Strategy	√		
K 9	Electrification Master Plan	√		
K 10	Batho Pele Implementation Policy and Plan	√		

SECTION K: CONTACT DETAILS

Enquiries / comments/ inputs on the Final 2020/21 Integrated Development Plan (IDP) can be directed to the Municipal Manager – Mr SD Mbhele as per the following details:

64 Victoria Street Private Bag X 2024; Dundee, 3000

Tell: (034) 212 - 2121(W); **Fax:** (034) 212 – 3856

Email: mm@endumeni.gov.za

Website: www.endumeni.gov.za